

Social Highlights Belgium & The Netherlands 2021/22



Digital
Brico & Praxis
Makers Fair

121,336
pageviews

8,068
online visitors

80%

Vacancies Brico &
BricoPlanit stores
filled internally

Dropout reduced to **5%**

Roll out **hybrid**
working at
Maxeda DIY Group



Career opportunities
made insightful through
Job house
Praxis

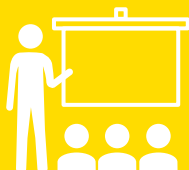


Retail Leadership
Master Academy
for 20 high potentials
in Belgium and
The Netherlands



Dozen of social spaces
(Brico/BricoPlanit canteens) provided with
updates & local initiatives carried out to
improve wellbeing in the stores

Launch new
introduction program
Praxis stores



hcs. **de**
nieuwe
arts

Collaboration with new **occupational**
health and safety service
providers at **Praxis**



12
awards handed out
at Brico/BricoPlanit stores &
Head office Brussels

Launch **Workforce**
Management app
at **Praxis**



Key Figures Belgium 2021/22

Averages for the financial year 1-2-2021 to 31-1-2022



Employees

3,114



Division

Male
59%

Female
41%

| | Brico & BricoPlanit own stores | Head office Brussels + ASL Willebroek |
|--------------------------|--------------------------------|---------------------------------------|
| Contract indefinite term | 2,491 | 287 |
| Contract fixed term | 281 | 3 |
| Replacement contract | 52 | 0 |
| Average age | 42 | 47 |

Customer orientation, leadership, language & safety training courses

1,662
participants
10,998 hours



Make workshops

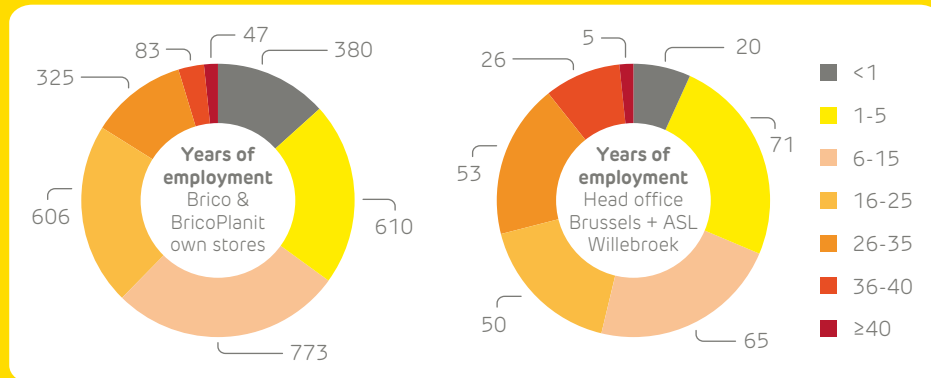
705
participants
3,009 hours

Makers Fair

1,056
participants
4,224 hours

Functional vocational training

878
participants
3,779 hours



Key Figures The Netherlands 2021/22

Averages for the financial year 1-2-2021 to 31-1-2022



Employees

4,194



Division

Male
52%

Female
48%

| | Praxis own stores | Head office Amsterdam |
|--------------------------|-------------------|-----------------------|
| Contract indefinite term | 2,838 | 213 |
| Contract fixed term | 1,131 | 11 |
| Average age | 32 | 44 |

Supplier, management, practical, safety training courses

2,590
participants

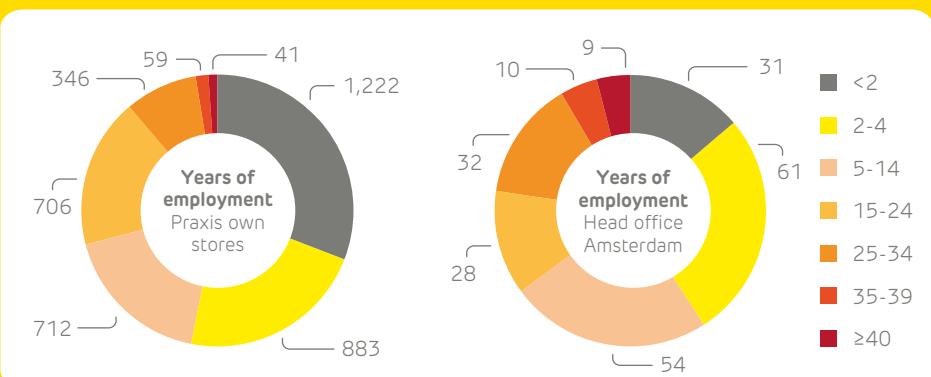


MBO
Intermediate vocational education

61 diplomas obtained

HBO
Higher vocational education

5 hbo students



Professional training

266 registrations 438 training courses

1 registration provides access to 13 modules

For this fifth edition of the Social Highlights we interviewed Melithsa Demmers, Director HR Praxis, and Rudi Schautteet, Director HR Brico/BricoPlanit. They take us through the Social Highlights of 2021/22.



Melithsa Demmers
Director HR Praxis



Rudi Schautteet
Director HR Brico/BricoPlanit

How do you look back on 2021 and what impact has the corona crisis had on our employees?

Rudi: "We thought we would finally return to normalization in 2021 after the unprecedented circumstances of 2020. Of course, the COVID-19 pandemic still had a major impact on the working and living conditions of our teams/employees. The pressure on our employees was still great, because many employees were sick and due to the lack of stock, we always had to find new solutions."

Melithsa: "Very good actually! Yes, Praxis stores were closed for a significant period of the fiscal year, which is something we would rather not have done. Nevertheless, they really were on top of their game and our employees continuously went for it both in the stores and at the head office. From being closed, to still being open for 'Order and pick up', then back to the store appointment. We have tried to support our employees as much as possible in their daily work. By continuously providing direction, providing clarity about what we were going to do and how IT would be technically supported, how the COVID-19 measures had to be safeguarded in the stores and constantly adapting it to current events. As tough as it was, in the end it all worked out well and in the months after the reopening we very slowly returned to as much 'normal' as

possible. Almost everything could be arranged. Just like in 2020, we have achieved tremendous achievements together. But let's not underestimate the impact it has had on everyone. When everyone is on top of their game that is good for us, but it also comes at the expense of resilience and energy in the long term. We are not closing our eyes on that."

What were important HR themes and projects in 2021 and can you briefly explain them?

Melithsa: "In 2021 we rolled out the 'Functiehuis' with the role matrix and career paths. To support the implementation, we had an animation video made that explains in a simple way what the 'Functiehuis' entails. Everything about the 'Functiehuis' has been made accessible on Praxis Academy. Every employee can look at what is needed for further development per position. We also paid a lot of attention to working from home.

Via a work@home scan, we collected information from the head office employees about how they experienced working from home. This has yielded many great insights. In addition, we have provided all head office employees with a home workplace and rolled out a pilot working from home scheme. In 2021, the 'Praxis InKLUSief' project also

received a major boost. Through this project we are working towards a more inclusive organization. The focus was mainly on people on the labor market who need more personal guidance in finding a job. By developing useful tools, we have made it easier for both the candidate and the manager to offer people from these target groups a nice job. Many Store Managers have even undergone multi-day training to properly deal with this. We now have many ambassadors who make a positive contribution to this. And the investment pays off. Nationally, we have been able to bind dozens of great new colleagues to us in 2021. Finally, absenteeism was an important theme, especially with the focus on health. The coronavirus has had a major impact, as a result of which the focus from HR and executives was very much on short-term attention to our people. Many people have become ill and have recovered 100%. Unfortunately, employees have lost family members or friends to COVID-19. A number of them still experience the after-effects of the illness or loss every day. That hits hard. Fortunately, I have seen and experienced how Praxis colleagues have supported and stood in for each other during that savage period."

Rudi: "In addition to the good management of the COVID-19 pandemic, work has also been done on various HR themes and projects:



- ✓ Improving and optimizing recruitment tools (e.g. by expanding our presence on social media);
- ✓ The onboarding of new employees;
- ✓ Diversifying the offer in terms of 'Learning & Development' for our employees (e.g. digital training, hybrid training, management training);
- ✓ The further development of projects related to prevention & safety for our employees (for example in the field of ergonomics and the supply of safety tools for safer working in the stores)."

Looking back on the past year, what are you most proud of in the HR field?

Rudi: "First of all, in the way in which we have continued to work very well with all employees for our customers, in the difficult and constantly changing circumstances of the pandemic. The level of flexibility and adaptability was phenomenal. And a large part of the daily activities and further work on important projects (globally for the organization, for example the expansion of online sales and specifically in the field of modernizing various domains, including HR) continued. In addition, despite the difficult working conditions, the growth of internal employees is spectacular. Many vacancies were largely filled by internal mobility. Proof that we place the personal development of our employees very high on our priority list. The fact that a large proportion of our employees follow two training courses a year is another good example in this area."

Melithsa: "I am proud of everything we have done in 2021. How could it be otherwise?! The fact that all colleagues with sweat on their foreheads manage to keep spinning several plates on a daily base and are

also able to continue to build a great organization, I can only rate this with a big 10."

Which HR projects/themes are planned for 2022?

Melithsa: "We have again put a number of nice themes on the program for 2022, starting with Diversity & Inclusiveness. We will take this topic more broadly for Praxis and Maxeda, which fits very well with our mission to be a more sustainable organization. In the context of sustainability, we will switch from a fossil vehicle fleet to an electric vehicle fleet in 2022. Employer Branding is also high on the agenda.

The job market is changing at a rapid pace and we would like to seize the opportunity to make Praxis and Maxeda as an employer brand for both stores and headquarters even better known to the target groups that are important to us. In doing so, we want to make more use of the ambassadorship of our own employees. And if we then connect people to us, a thorough welcome and introduction are very important. In the field of Learning & Development, we therefore want to launch the new online introduction program for the stores. An online program will also be rolled out for both head offices in Belgium and The Netherlands. The development of our (future) leaders is important, therefore we will launch a leadership trajectory for Store Managers in the autumn of 2022 and we have been on track for several months when publishing these Highlights with a mixed group of store and head office talents from both Belgium and The Netherlands, who participate in the Retail Academy. We are developing this program in collaboration with Vlerick Business School. A great opportunity for

these talents to learn more about the future of retail and what opportunities lie ahead for Maxeda. We have the intention to offer this program every year. I would also like to mention that we have developed a 'Phygital' training for the stores where the Phygital concept has been introduced. I look forward to working with my team and other colleagues on these themes."

Rudi: "In 2022, we will primarily continue to work on improving and optimizing the various HR processes. For example, we will work on the wellbeing of our employees, with a special focus on:

- ✓ How to deal with stress – acknowledging and recognizing;
- ✓ Developing an internal master retail leadership – training the future leaders of the organization;
- ✓ Further developing better social management with our managers.

In addition, this year will also be the relocation of our head office, where we want to focus on 'a new way of working'. And especially working in a hybrid environment with the expansion of structural working from home, but with the necessary attention to meetings and connection between employees."

