

Social Highlights 2023/24

2,000
visitors
Brico
Makers Fair



2,000
visitors
Praxis
Makers Beurs



33 Praxis colleagues
received their
MBO diploma



Questionnaire on **inclusion and diversity** was sent out to **HQ Brussel**, based on the results, an **action plan for 2024** was formulated

Recruitment and training

353

first aid responders at
Brico & BricoPlanit

Focus on
'Well-being'
at **Praxis** through various initiatives



10 AEDs
installed at **BricoPlanit**
in 2024 other stores will follow



Presentation of the first
'Praxis Diversity & Inclusion Store of the Year' award



Survey on
vitality and inclusion
among **Praxis** employees

20 **maxeda** colleagues
successfully **completed**
the 2nd edition of the
Retail Academy



Digitalization **performance management cycle**
in **AFAS** in Belgium and
the Netherlands

Key Figures Belgium 2023/24

From 1-2-2023 to 28-1-2024



Employees

3,012



Division

Male
60%

Female
40%

Contract indefinite term

2,457

286

Contract fixed term

221

0

Replacement contract

48

0

Average age

43

47

Brico & BricoPlanit
own stores

Head office Brussels
+ ASL Willebroek

**Customer orientation,
leadership, language &
safety training courses**

3,671

participants
21,050 hours



Make workshops

3,217

participants
12,303 hours

Makers Fair

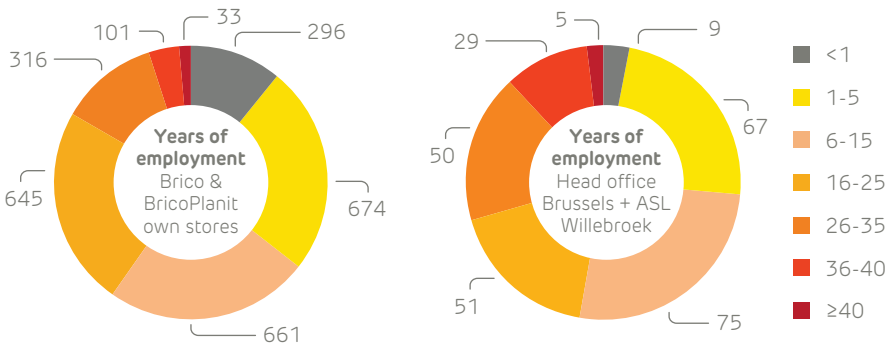
1,755

participants
14,040 hours

Functional vocational training

3,127

participants
13,342 hours



Key figures The Netherlands 2023/24

From 1-2-2023 to 28-1-2024



Employees

3,527



Division

Male
55%

Female
45%

Contract indefinite term

2,386

223

Contract fixed term

904

14

Average age

33

45

Praxis
own stores

Head office
Amsterdam

Safety training courses

Basic

166

participants

Repetition

380

participants

**Training
Aggression &
Robbery**

241

participants

**Training
Internal
Transportation
Equipment**

502

participants

Professional Training

42 professional
diplomas
obtained



MBO

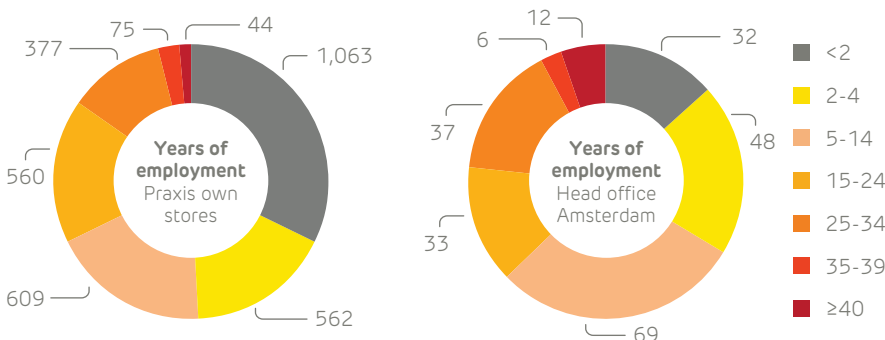
33

mbo diplomas
obtained

Internal

49

new internal
mbo students
started



For this edition of the Social Highlights, we once again sat down with Rudi Schautteet, HR Director of Brico/BricoPlanit, and Melithsa Demmers, HR Director of Praxis, to discuss the past year and discover their plans for the upcoming year.



Melithsa Demmers
Director HR Praxis



Rudi Schautteet
Director HR Brico/BricoPlanit

How do you look back on 2023?

Rudi: "2023 was, on one hand, a return to normalcy after the COVID-19 pandemic, but on the other hand, it was also a challenging year. Especially due to the significant cost increases (e.g., personnel, energy) that had a major impact on our financial results. In this context, many actions were taken, and out-of-the-box thinking was employed to manage and, above all, control this problem. Additionally, many initiatives were undertaken in terms of well-being, both in our stores and at our new head office."

Melithsa: "The year flew by! This feeling speaks volumes about the pace at which we worked to execute our plans. Whether it was the opening of the new store in Kampen, the successful completion of the leadership program for Store Managers, the rollout of the new WFM tool for the stores, advancing our sustainability agenda, negotiating a new DIY collective labor agreement, preparing for the Makers Fair, all these things demanded the tireless dedication of our people. And yet, we managed to pull it off!"

What were the most significant achievements and challenges in HR in 2023, and could you briefly explain them?

Rudi: "In 2023, we completed many projects that had been initiated earlier. We improved the onboarding process for new employees, resulting in fewer departures within a year. We provided training to our local store management teams on prevention and safety. Additionally, we implemented various measures that led to a safer work environment and fewer workplace accidents. We also focused heavily on the development of our employees, with most of them attending three or four training sessions. As a result, and through more efficient talent management, internal promotions increased to 70%. Our retail leadership program for young talent completed its second year, and it's wonderful to see five participants from the first year already receiving promotions. Finally, our annual product fair, featuring strategic information, workshops, and activities, was a great success with 2,000 participants."



Melithsa: "The new DIY collective labor agreement is something we as an industry are very pleased with. We reached agreement on wage development and travel expenses for all DIY store employees. Additionally, we renewed our Social Plan in consultation with the Works Council. We also improved the travel expenses scheme, and the new digitized assessment cycle in 'MijnHR' was positively received. We are also proud of the step we took to evaluate the employee experience at Praxis through surveys, focusing on inclusion, harassment, workload, and vitality. The biggest challenge was wage cost development, combined with recruiting and retaining staff in a tight labor market. Therefore, we strengthened our employer brand, significantly improving the WerkenBijPraxis website and launching targeted recruitment marketing campaigns to support stores where needed. Furthermore, we are increasingly known as an inclusive employer and received several CSR nominations in 2023. In short, the Praxis employer brand has made significant strides with great results."





What are you most proud of when you look back on the past year?

Rudi: "In 2023, despite a slight increase in turnover and high costs, store management, HR Business Partners, social partners, and employees worked together to manage the workforce effectively. This enabled us to continue serving our customers and staying within our budget, with a positive result at the end of the day."

Melithsa: "I take pride in the fact that we, at Praxis, once again successfully navigated the year and managed to accomplish a great deal. Seeing tangible results brings satisfaction and joy within our teams. The journey may be challenging at times, but both at the head offices and in our stores, we are committed to pushing forward. Ultimately, we still strive to ensure our customers leave satisfied. It remains our mission to assist Makers in saving time, money, and effort."



What HR projects and themes are planned for the coming year?

Rudi: "In addition to the usual HR activities, there will be a strong emphasis on the social elections this year. This is a crucial moment for our social partners and employees to choose their representatives for the next four years, initiating a new period of positive and meaningful collaboration. We also aim to establish a new and up-to-date labor regulations, as well as completing the project for the evaluation of job classification. But most importantly, we need to focus on our employees, understand their needs, and respond quickly to suggestions and work together to solve any problems."

Melithsa: "This year, we aim to address the action points that have emerged from the employee surveys. This involves enhancing the resilience of our people, ensuring social safety, and reducing physical strain in the stores. Additionally, leadership development will continue, and we will explore ways to better preserve, share, and learn from information and knowledge."

What message do you want to convey to your colleagues for the coming year?

Rudi: "The coming year will once again be challenging. Although our customers are starting to tackle DIY projects again, they're still a bit hesitant. Everyone is somewhat cautious, especially regarding price inflation and energy prices."

The weather also plays a significant role, given that a substantial portion of our revenue depends on seasonal products. But we'll approach it according to our values - openly, positively, and actively. As our boss said, 'with courage and good humor!'

Melithsa: "Focus on what is available, what is possible, and don't dwell on what isn't. Influence what you can control and let go of what you can't. Stay curious about new things, as that fosters growth and challenges you to be creative. Live in the present and cherish the beautiful moments, both privately with family and friends, and at work with your colleagues."

