

Social Highlights 2017



Introduction

Preface

In 2017, our employees once again committed themselves enormously for the benefit of our 'makers' or, in other words, our customers. Even if you are the largest do-it-yourself retailer in the Benelux, you need to keep on your toes and ensure you always put customers first. We do so by interacting with each other and our customers in an open, active and positive way. These values are a primary focus for us in all that we do and this makes working together and helping customers so much more enjoyable. Our increasing Net Promoter Score reflects this.

The year 2017 also saw the announcement of a significant tightening of the rules relating to the privacy of both customers and staff. We prepared for this thoroughly and revised our processes wherever necessary. Along with privacy, the topics of safety and well-being are also becoming increasingly important. Our Social Highlights provide information about what we are doing on those levels.

If you want to anticipate all of the changes and challenges the market presents, while at the same time continuing to focus on customers, you need strong leaders. That is why all of our Store Managers in the Benelux have participated in a leadership programme. The programme culminated with managers receiving a personalised improvement plan, the aim of which is to take all of us, together, to a higher level.

"Good focus and creative ideas for recruitment and onboarding are crucial."

One of the challenges we are facing is the tightening labour market, now that our economies are doing well. Good focus and creative ideas for recruitment and onboarding are crucial. It is therefore important – and interesting too – to include a couple of examples from staff who very much enjoy working for us and have made some good progress. These are employees who make a difference for us and for our customers, for our 'makers'.

Melithsa Demmers
HR Director for Praxis

Bart Vanmulders
HR Director for
Brico and BricoPlanit

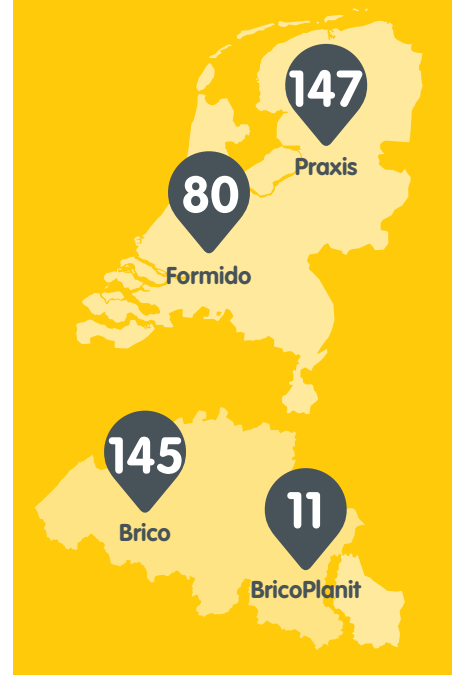
Corine Duchenne
Group HR Director for the
Maxeda DIY Group



Who are we and what do we stand for?

The largest do-it-yourself retail chain in the Benelux

The Maxeda DIY Group is the largest do-it-yourself retailer in the Benelux, comprising Praxis and Formido in the Netherlands and Brico and BricoPlanit in Belgium and Luxembourg. These retail chains are represented by 383 stores, some of which are owned by the group and some of which are franchised. The Maxeda DIY Group employs more than 7,000 members of staff, with approximately 60% being based in the Netherlands. The stores occupy a total of 1 million square metres of retail space and welcome more than 1.5 million customers, both in store and online, each week.



Social Highlights 2017

BE
NL

Who are we and what do we stand for?

Our stores

Brico

Brico, which is the DIY market leader in Belgium, offers a wide range of DIY, home decoration and gardening products, combining A-brands with own brands. Brico delivers inspirational products and services for all makers, experienced or not. As a result of ongoing expansion, Brico today has a network of 145 stores. Brico operates Brico, BricoCity and Briko Dépôt stores.



Formido

Formido is a chain of smaller DIY stores that supply the local needs of DIY enthusiasts in the Netherlands. The 80 Formido stores are mainly franchised (60 stores) and are located in the suburbs of larger cities and towns. Maxeda DIY Group announced in September 2017 that it wanted to integrate the majority of the Formido stores into the Praxis brand in the upcoming 2-3 years.



BricoPlanit

BricoPlanit is a chain of 11 mega stores in Belgium. BricoPlanit offers as multi specialist the widest possible range of products for home improvement projects, from building materials to home decoration and garden products.



Praxis

Praxis is a leading DIY brand in the Netherlands. Praxis meets the needs of all makers, both experienced and new DIY enthusiasts, offering the best choice of products and services. Praxis operates a total of 147 stores as Praxis, Praxis Megastore, Praxis Megastore & Garden and Praxis City.



Our people

Maxeda DIY Group is determined to continue to develop and grow as a company by investing in our organisation and in our people whilst working together as a team in an Open, Active and Positive culture. By people we mean ourselves, our customers and our colleagues. We're convinced that being open, active and positive will make sure, we enjoy working together even more and achieve even better results!



Social Highlights 2017

BE
NL

Who are we and what do we stand for?

Maxeda DIY Group operates retail stores under the Praxis, Brico, BricoPlanit and Formido names in three countries: the Netherlands, Belgium and Luxembourg. In this overview, we are delighted to present the people behind these brands – people who work to serve our customers every day – because these are the people who power our business. What were our initiatives in the Benelux in 2017? Who are we and what do we stand for? These Social Highlights provide further insights into such questions.



Privacy

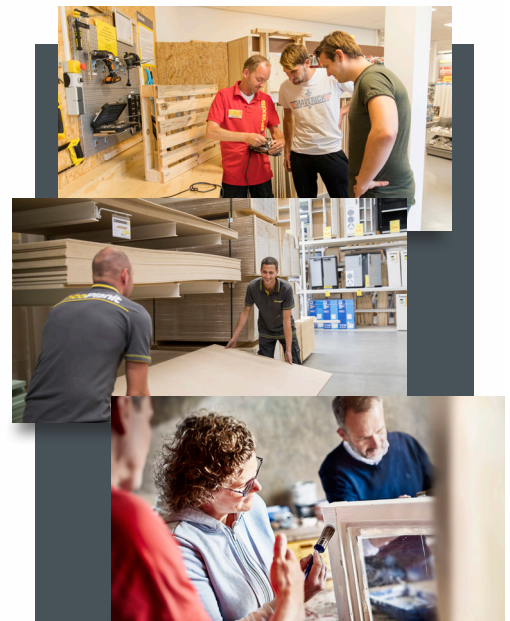
We respect the privacy of our customers and staff and protect their personal data. As part of our business operations, we may collect information about customers, suppliers, competitors and others. We treat such data as confidential and use it only for the reasonable business purposes of Maxeda DIY Group, always abiding by applicable regulations.

Integrity

We want our company to be trustworthy. Given the important social function of Maxeda DIY Group, it is absolutely imperative that all our staff adhere to the laws and regulations of the countries in which we operate and that they also meet the standards and norms applicable within Maxeda DIY Group, as set out in our Code of Conduct. "Our integrity must be beyond all doubt." We expect our staff to demonstrate integrity and honesty in the relationships they have with each other and with third parties. We also expect integrity and trustworthiness from our business partners, such as suppliers and representatives.

Our Code of Conduct

Our Code of Conduct applies throughout our organisation, Maxeda DIY Group and all of its retail chains. This code sets the standard for how we work together when developing and delivering products, how we protect our group values, and how we work with our colleagues, customers, suppliers and others. The Code of Conduct represents what Maxeda DIY Group stands for. For the current version of the Code, [see this link](#).



Vision: we believe that making things is special

Our vision is: Everyone is a 'maker'. If you make something yourself, it gives you a feeling of satisfaction. We want everyone in the Benelux to experience this by starting to make things again. We believe that there is a 'maker' in all of us and, that with the right help, we can bring that 'maker' out. What all of our store formulas have in common is a passion for our customers. Our slogan (*Voor de Makers* - 'For the Makers') was therefore introduced for both Praxis and Brico.

Social Highlights 2017

BE
NL

Who are we and what do we stand for?

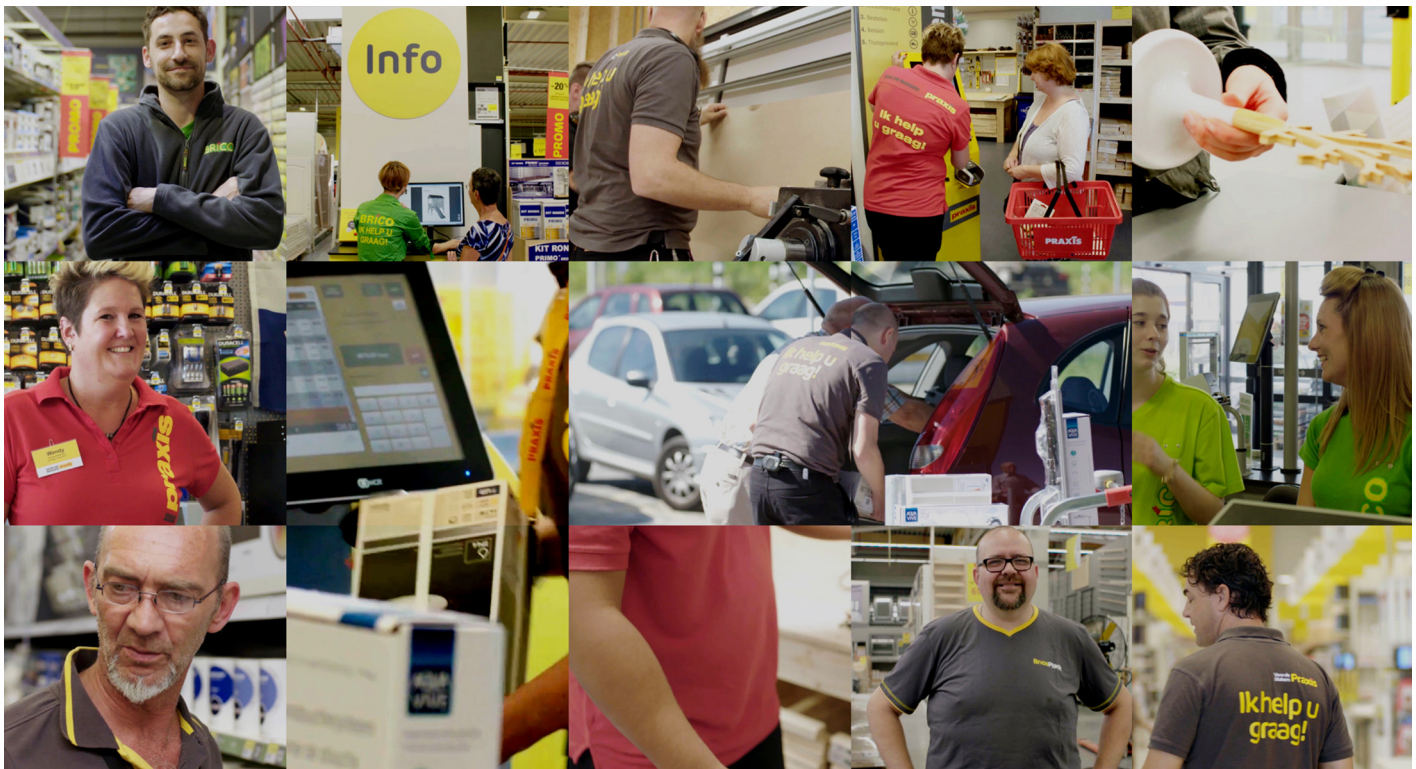
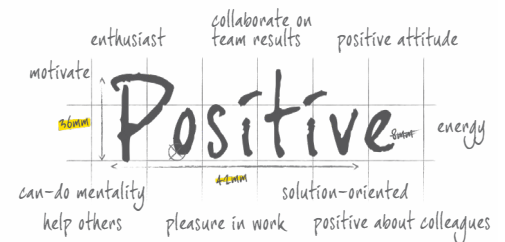
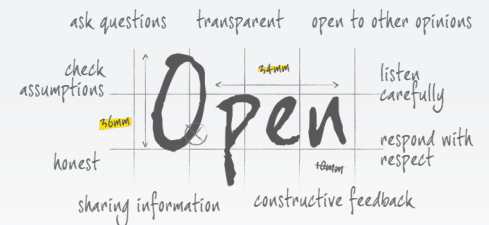
Our cultural values: Open, Active and Positive

Our people are the growth engines for our business. If we work together like a well-oiled machine, it makes our jobs much more enjoyable and this is something that can also be felt by our customers. This makes achieving results together easier. If we work together, we achieve growth.

Our cultural values create an important foundation for how we serve each other and our customers. Since these cultural values were introduced in 2015, our employees have been given the opportunity to become acquainted with them in various ways – during training sessions, in animations, on posters, in workshops, in reference works,

at events, on our internal social platform (the WE app), in all kinds of projects or in the newsletters. Through this, we try to give our employees pointers for integrating these cultural values into their day-to-day work.

Our appraisal interviews were given an overhaul in 2017. The appraisals and the forms used for them now fully reflect our organisation's cultural values: Open, Active and Positive. Specific agreements can now be made in relation to these values with a view to seeing them reflected in everything we do while interacting with customers and with each other. And this is what makes a difference.



Social Highlights 2017

BE
NL

What are we proud of?

Praxis wins the Werf& Award

Praxis and HROffice, the software supplier of an innovative and user-friendly recruitment system, were crowned the winners of the Werf& Awards in May 2017. Praxis won the award in the 'Best recruitment case' category in recognition of the 'Recruitment and selection toolkit' used by Store Managers to arrange for vacancies to be filled, all the way from recruitment to appointment. By not making recruitment any more centralised and instead involving the stores more, the mismatch problem can be solved. Store Managers themselves now arrange for the vacancies in their store to be filled using the right toolkit and armed with simple recruitment resources. This ensures that our professional image is uniformly maintained.



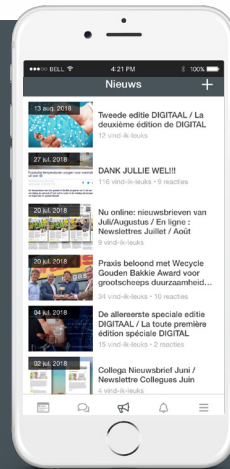
Fostering entrepreneurship in young people

Since 2012, Brico has been involved with the Dream Day project initiated by Ichee-Entreprises, which is part of the Brussels Business School. The aim of the project is to allow young people aged between 16 and 19 and their classmates to discover the business world through meeting passionate professionals at the workplace. Each year, Brico welcomes around 50 students to its head office in Brussels and to its stores. Following their visits, the participating students share their experiences. This allows them to become acquainted with the various aspects of a particular profession and organisation. Both students and staff find the project to be a very positive experience.



Roll-out of the WE-app – an internal social platform

Since July 2017, all Praxis store staff and employees at the head offices in Amsterdam and Brussels have had online access to the WE-app. The WE-app is a social platform which will eventually allow for all 7,000 employees in the Benelux to be connected to each other through just one press of a button. This will increase the speed of communication and allow us to share experiences, promoting a team spirit. Each store also has its own closed community, making it easy for members of staff to get in touch with each other. This not only improves work efficiency (particularly in Big Box stores, where large teams are in operation) but also promotes mutual bonds, thanks to the social nature of the platform. In 2017, all of the technical preparations for the roll-out of the WIJ/ NOUS-app to all Brico and BricoPlanit stores were made, with account taken of the language spoken in each case.



Praxis Eindhoven (Tenierslaan) nominated as the best work placement company of the year

Hands-on learning is an essential element in the education of the 500,000 students on MBO (senior secondary vocational) courses in the Netherlands. Each year, the Dutch Ministry of Education, Culture and

Science organises awards for the Best Work Placement Company and Best Hands-on Trainer in order to emphasise the importance of this experience. In 2017, the Tenierslaan branch of Praxis in the city



of Eindhoven was nominated as the Best Work Placement Company of the year.

Recruitment and selection

Introductory sessions for new staff at head offices in Amsterdam and Brussels

This year, we started organising introductory sessions for new staff at our head offices in Amsterdam and Brussels. Each quarter, all new members of staff are welcomed to our organisation. They then spend half a day getting to know each other and finding out more about Maxeda DIY Group. Our CEO, Guy Colleau, is always present to take the new staff through the organisation's strategy and the direction it is taking. The new employees then have the opportunity to ask the CEO all kinds of questions during an open discussion. Colleagues from Group Communications, Assortment, Operations, Marketing and Format also give an introduction to their own department.



New procedure for recruitment and selection

In 2017, Maxeda DIY Group started using a new procedure for recruiting and selecting new colleagues. In addition to recruiting staff through the normal methods, the organisation also uses a recruitment and selection agency in the Netherlands to search for suitable potential candidates. This helps Maxeda and Praxis to find suitable candidates more quickly. Traditional recruitment methods are no longer sufficiently effective: candidates want to see what goes on behind the scenes and experience what it is like to work for Maxeda or Praxis for themselves. Three Online Product Content Specialists were recruited by Praxis in this way through the organisation of an introductory event. Despite a tightening labour market, Maxeda has been successful in filling vacancies within a reasonably short space of time.



Social Highlights 2017

BE
NL

Learning and developing

1000th professional diploma at Praxis

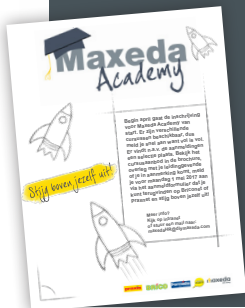
At the start of 2017, 1,000 Praxis employees were officially in possession of the Do-It-Yourself Professional Diploma. One of the main criteria customers take into account when choosing a DIY store is the presence of knowledgeable staff. This is why we continue to strive to increase the number of Praxis employees with a professional diploma.



More training for our staff

'Employees' help our organisation to grow. Maxeda DIY Group makes use of a comprehensive range of training options and different tools to support staff and provide them with more opportunities for growth and further personal development.

Under the slogan *'Stijg boven jezelf uit'* (Surpass yourself), Maxeda successfully launched its Academy at its head offices in Brussels and Amsterdam. In total, 40% of staff at the head offices have successfully completed a training session or course on subjects including 'Influencing with impact', French and Excel. In the Netherlands, more than 3,200 Praxis store employees participated in a training session and/or course and 100 studied at MBO (senior secondary vocational) level. A total of 3,100 members of staff in Belgium also participated in a makers workshop in Belgium.



'Coaching for customer focus' toolkit

A successful workshop was organised in the Netherlands to implement and support the 'Coaching for customer focus' toolkit. No fewer than 112 participants attended the workshop in 2017. The workshop was led by the organisation's own trainers who themselves had undergone special training for it.



75 Praxis colleagues completed senior secondary vocational course

Since 2003, Praxis has been offering its own courses at senior secondary vocational level. More than 1,000 of our staff have now obtained their diplomas at the various company levels. In 2017, 75 of our colleagues successfully completed their course. We are proud of these ambitious employees who managed to obtain their diplomas while working (and also devoting time to their families). The successful candidates were honoured during a celebratory diploma awards ceremony held at Walibi Holland.



Learning and developing

More and more training opportunities for the 'makers' in Belgium

The development of staff competencies is one of the essential elements of our 'Back to Growth' strategy. This is why we do all we can to offer a comprehensive range of training opportunities, along with the right tools, all of which have been specifically developed to match the needs of store teams. The results for the first half of 2017 were positive: more than 2,800 people participated in the Makers workshops. In addition, various members of staff signed up for the Scan & Smile, F4S, Leadership and Safety training courses. A new training catalogue has also been put together, taking staff evaluations into account. The catalogue now contains 469 sessions at three levels of expertise (starter, professional and expert) and 8 workshops have been introduced, including furniture restoration, roof placement and the installation of zinc gutters.



Praxis and SBB support professional vocational training

Praxis and the Cooperation Organisation for Vocational Education, Training and the Labour Market (SBB) are collaborating to further improve hands-on training for future professionals currently in vocational education and training. This cooperation will enable the further professionalisation of work placements and apprenticeships. There are students at senior secondary vocational level on work placements or apprenticeships at all Praxis stores. This gives such students practical training. The organisation's agreement with the SBB includes stipulations concerning students with a disadvantage on the labour market. The 'Boris' project allows such students, who have previously been in special education at senior level or in employment-oriented training, to start working at Praxis.

Leadership programme

Praxis, Brico and BricoPlanit launched a pioneering leadership programme for Store Managers in 2016. Through the programme, entitled 'For the leaders' at Praxis and 'Moving Forward Together' at Brico and BricoPlanit, participants follow their own individual learning path. The programme comprises classical, digital and individual elements so that each participant is able to select the type of learning that suits them best. The leadership programme continued into 2017 and underwent further development. All Store Managers take part in the programme, which serves as a platform for continued leadership development. This is a continual process for which Maxeda DIY Group aims to offer its leaders long-term support.



Career and talent development

From Head of Electrical/Bathroom Fittings to Product Manager for Handtools

Giovanni Bekaert, Product Manager for Handtools at the Maxeda head office in Brussels, has already built himself a great career within Maxeda DIY Group. He started working as the head of an Electrical/Bathroom Fittings department in 2003. After having taken a small step to the side and gaining experience in a different retail sector, he returned in 2009 as the Sector Manager for Lighting/Electricity at BricoPlanit. Giovanni has been with the organisation ever since. Thanks in part to his drive to continue to learn and because he was asked to take up new challenges, Giovanni has climbed the ladder. After fulfilling the role of Merchandiser, he has now advanced to the position of Product Manager for Handtools.

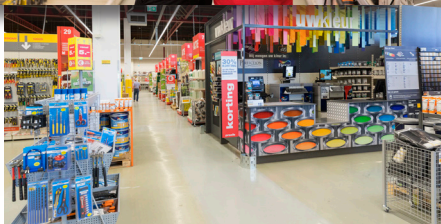
“Dare to engage if you want to develop within a company.”

“It is important to have the right attitude if you want to develop within your career. I have always been active, positive and open to change and that is why Maxeda DIY Group gave me the opportunity for further personal development!” Finally, Giovanni has the following piece of important advice: “My own personal development was down to learning from day-to-day practical situations. Listen to others, adapt to the corporate culture, learn from your colleagues and share your skills.”



From Sales Assistant in Deventer to Store Manager for Praxis Enschede and Praxis Raalte

Perseverance, remaining positive and having a clear objective are what took Jochem Mussche to various positions within Praxis over the course of 18 years. Starting out as a Sales Assistant in Deventer, Jochem continued to grow within the organisation, being promoted to various positions: Department Sales Supervisor, Department Sales Manager, Deputy Store Manager and ultimately Store Manager. “When I started out working for Praxis, I had the idea that it would just be a temporary job. But then I experienced what it was like working in a store and found out how passionate I was about working with people. If you like the informal aspect of the company too and make use of the many tools and opportunities you are given for personal development and continued growth, then you tend to stick with Praxis. Even now, after 18 years, I still look forward to going to work every day.” Jochem has been delighted by the opportunities offered to him by Praxis over the years and recommends that his team also clearly indicate what they want to achieve within Praxis. “Start by thinking about what you want, about what suits you. Then set yourself a clear goal and discuss it with your Manager. If you have the will and ambition, everything is possible and you will be able to achieve whatever you want within Praxis.”



Career and talent development

From Trainee Store Manager to Store Manager at Brico Vilvoorde

After first gaining work experience with Decathlon and Carrefour, Emilie Heuschen, Store Manager of Brico Vilvoorde, was looking for a more dynamic working environment with more autonomy and opportunity for entrepreneurship. This was what she found at Brico. Emilie started working as a Trainee Store Manager for Brico Kraainem and Brico Zemst, where she was allowed to put together a new team. The most important criterion for this was selecting people who radiate enthusiasm and authenticity and enjoy working with people. Brico offers its staff opportunities for growth, and Emilie was offered these too. "Opportunities for growth are always there, so you just have to grab them. I am a natural leader and love to be on the shop floor, amongst the people and close to customers. It helps me to see and learn a lot. I notice that this is something that is appreciated within the organisation and by the teams. It is important to push for personal development and improvement. Our team at Vilvoorde took part in the Moving Forward Together programme, and both the team and I as their Manager found this to be very inspiring." Emilie advises staff who want to advance within Brico to think carefully about what exactly they wish to achieve and to work towards it. "Remain open to new things and regularly go on courses. Job rotation is a good way of gaining new experiences and it helps you to maintain your drive."



Successful career reorientation

Peter Joos has been working at Brico Roeselare for 10 years now. He was an Advisor at the timber construction department until he started suffering from serious back problems. These eventually led to long-term incapacity for work and Peter no longer being able to work as an Advisor. Once he had recovered, Peter wanted to start back at work but in a different position that would suit him. With the help of the HR department, a solution was eventually found at Brico Roeselare, where he was offered the job of check-out operator. "Initially, I was surprised. I was a little bit nervous about using the cash register system, but fortunately I was able to undergo training. And my colleagues helped me a lot too. And now I am glad that I am able to work with my colleagues half of the time and that I still have contact with the customers."



Working conditions and safety at Praxis

It is important to Praxis that staff are able to work safely and that they feel safe in our stores. Everyone bears responsibility for this. It is the responsibility of Praxis to ensure that work is organised in such a way that there are no adverse consequences for the health and safety of staff. And employees are responsible for following operational instructions properly and ensuring their own safety, along with that of their colleagues and customers. In 2017, we launched a number of projects aimed at guaranteeing the safety of every person in store and at increasing staff awareness.



IPP questionnaires updated

For many years now, Praxis has been using its Inspection Plus Package (IPP), a hazard identification and risk assessment system specially developed for the organisation. At the end of 2017, Praxis started working with a senior safety expert from the occupational health and safety service, along with store managers and a number of members of the occupational health and safety committee, in order to bring the IPP up to date. The new questionnaires will be digitised and implemented in 2018. Using a centrally organised survey, the health and safety officer will be drawing up a plan for the cross-store action points. These action points will then be taken up by the occupational health and safety committee. The action points for the stores themselves will be acted on by the District Managers and the HR Business Partners.



'Working safely within Praxis' occupational health and safety catalogue

In 2017, on the instructions of the occupational health and safety committee, Praxis started working on putting together an occupational health and safety catalogue entitled 'Working safely within Praxis'. This is because there is no occupational health and safety catalogue for the DIY sector. We have also made a start on drawing up traffic regulations for using internal vehicles.



Changes to the acceptance policy

Our acceptance policy was also amended during 2017. To work in Praxis stores, employees must be over the age of 16. This is because the work duties within DIY stores are not suitable for those under the age of 16.

Wider choice of safety shoes

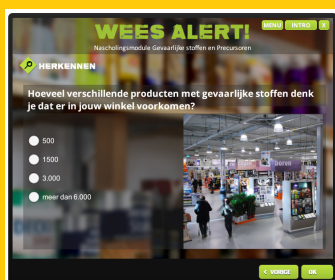
Since October, Praxis has been offering staff a wider range of safety shoes. It is important to Praxis that staff are involved with issues so that we can work together on keeping Praxis fit and healthy. Sixty of our colleagues took part in a test to assess the existing and new range of safety shoes in terms of length and width sizing, durability, comfort and appearance. The range was expanded by four ladies', four men's and three unisex styles, all of which meet the safety standards (S3). An information pack was made available in all stores and on Intranet to help staff choose the right shoes.



Working conditions and safety at Praxis

E-learning on hazardous substances and precursors

An e-learning course on hazardous substances and precursors for all Praxis staff started up in April, offered through the DIY vocational training course. This e-learning course teaches staff to recognise hazardous substances, to prevent incidents involving such substances, and what action to take in the event of hazardous situations and incidents. After taking the course, staff know how to recognise the precursors for explosives (substances that can be used to make explosives) and to take the right action in the event of suspicious transactions. This means that employees can make a real difference and contribute to a safe environment for our staff and customers.



Occupational health and safety at Brico and BricoPlanit

Projects relating to prevention and well-being at work were also launched at Brico and BricoPlanit in 2017.

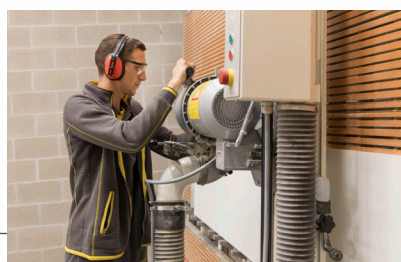


Policy

An annual plan of action consisting of 15 topics relating to well-being (such as fire safety, psychosocial matters and ergonomics) was drawn up. The aim is to pursue a comprehensive and diversified approach. Integrating the health and safety department into the human resources department has also made it possible for special attention to be paid to the integration of new employees, to training and to social consultations.

Analysis and diagnosis

Specific campaigns related to Analysis and Diagnosis for fire risk awareness and training sessions involving local fire brigades were initiated in stores. With the support of an ergonomist, a number of visits were also paid to the company with a view to determining the current workplace situation. Recommendations were then made for optimisation.



Training

Training sessions on the topic of Electricity were organised in the stores to raise awareness among employees of the risks involved in electrical work in bathrooms and kitchens and when installing light fittings. Fire Extinguisher training also started up, with a mobile training team visiting stores and working with staff to pinpoint any risks and teach teams about how best to evacuate a store and put out a fire effectively.



Social Highlights 2017

BE
NL

Occupational health and safety at Brico and BricoPlanit

Working groups for Brico Service / Glass & Wood were set up in 2017. Working groups were set up at Brico Service for the introduction of new working methods and safety measures for the cutting of glass and wood. A psychosocial survey was also carried out among staff at Brico Sint-Agatha-Berchem. The results led to working groups being set up for the further exploration of specific topics and for drawing up an appropriate plan of action.

Safety and well-being projects



Health and vitality

Sustainable employment of staff in the Netherlands

Our mission is for employees to stay fit and healthy and work for as long

as possible. We aim to achieve this by promoting the fitness and happiness of our staff. When it comes to sustainable employment, we believe the crux of the matter is enjoying your work and feeling good. We all share a responsibility for this. We create the necessary conditions/ preconditions and make them easily accessible to staff. We expect employees to proactively take hold and make use of them. In 2017, we launched the 'Fit and healthy at work' working group, with the aim of identifying and listing what Praxis

needs to do to stimulate staff to take control of their health and fitness themselves. We also entered into a new contract with our occupational health and safety service for the provision of services. The contract again set out the

agreements made regarding duties and responsibilities for the sickness absence process, with the objective of improving our grip on and control over absence.



Improving workplace well-being in Belgium

In April, staff working for Brico's central services were able to take part in a psychosocial survey on the subject of 'Stress and motivation at work'. Around 200 central service members of staff participated. They evaluated their experiences in various areas, such as communication, administration, resources, team spirit and the way work is organised. The results of the survey were shared with the various central service teams and working groups were set up. The mission is to develop a plan of action based on the stress and motivation factors identified and to make proposals for solutions in the first quarter of 2018.



Facts & Figures for the Netherlands 2017

Male/Female ratio



2,386
53.33%

2,088
46.67%

Sickness absence

Sickness absence rate

4.78%

Praxis & Formido
group-owned stores

2.77%

Maxeda head
office Amsterdam

Average duration of
absence in days

17.11

Praxis & Formido
stores

16.13

Maxeda
head office
Amsterdam

Frequency per year

1.14

Praxis & Formido
stores

0.78

Maxeda
head office
Amsterdam

Number of employees

Praxis & Formido
own stores

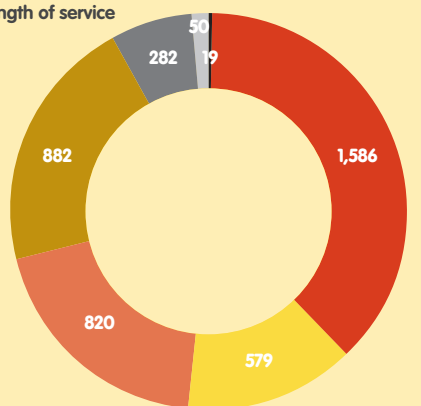


Open-ended



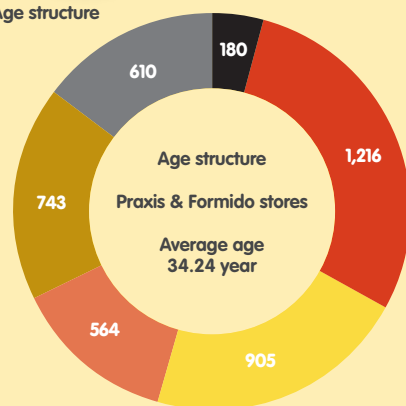
Fixed-term

Length of service



< 2 yr 2-4 5-14 15-24 25-34 35-39 ≥ 40

Age structure



< 22 yr 22-30 31-40 41-50 51-60 ≥ 61

Maxeda
head office
Amsterdam

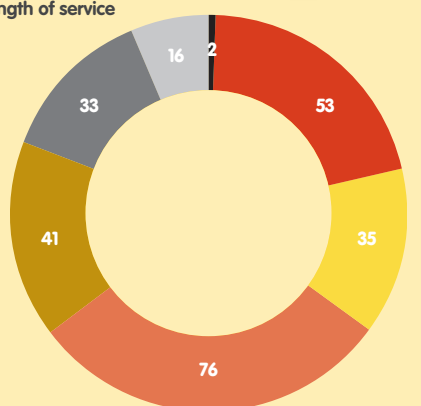


Open-ended



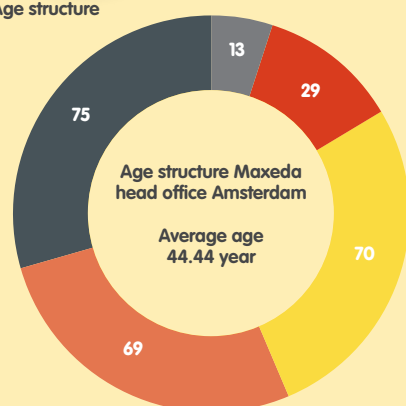
Fixed-term

Length of service



< 2 yr 2-4 5-14 15-24 25-34 35-39 ≥ 40

Age structure

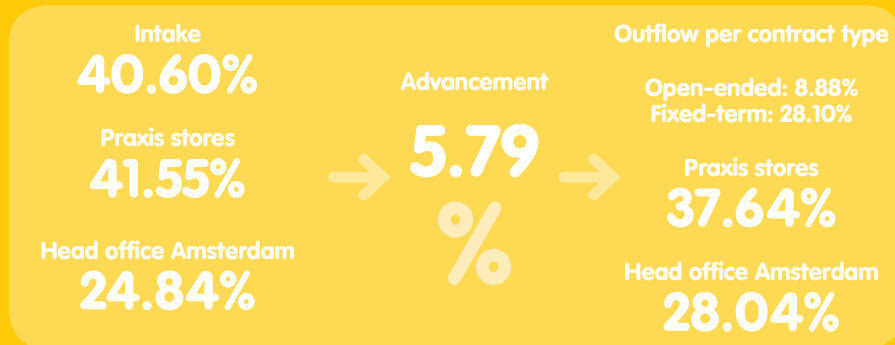


22-30 31-40 41-50 51-60 ≥ 61

*1-2-2017 to 31-01-2018

Facts & Figures for the Netherlands 2017

Intake, advancement and outflow of total workforce



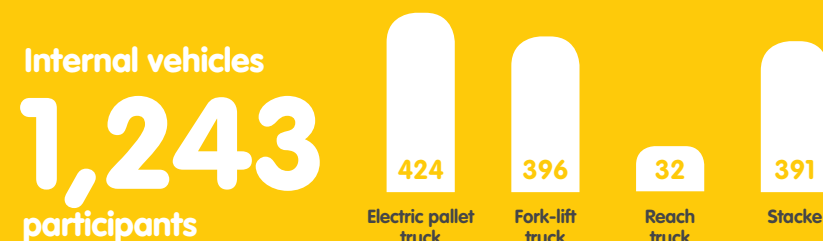
Intake: Percentage of staff employed relative to average number of employees from 01-02-2016 to 31-10-2017
Outflow: Percentage of staff leaving employment relative to average number of employees from 01-02-2016 to 31-10-2017

Training NL

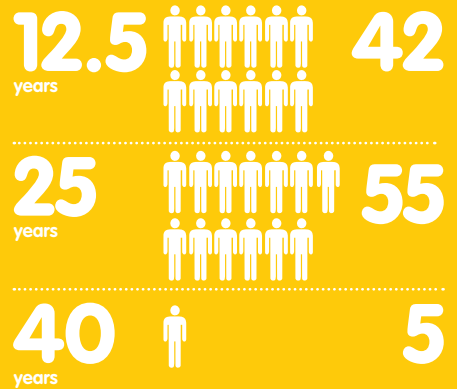
Vocational training course



Safety training



Long-service anniversaries



MBO

Senior secondary vocational level

Total number of MBO students



Practical training



Leadership training



Supplier training sessions



*1-2-2017 to 31-01-2018

Facts & Figures for Belgium 2017

Male/Female ratio



1,627
57.05%

1,225
42.95%

Number of employees

Brico & BricoPlanit own stores



Open-ended

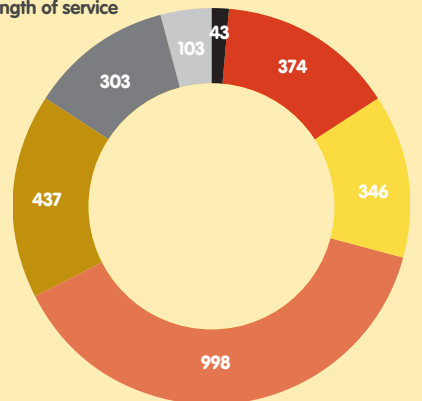


Fixed-term



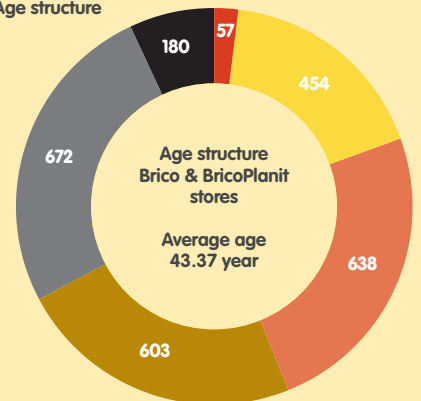
Replacement contract

Length of service



< 2 yr 2-4 5-14 15-24 25-34 35-39 ≥ 40

Age structure



< 22 yr 22-30 31-40 41-50 51-60 ≥ 61

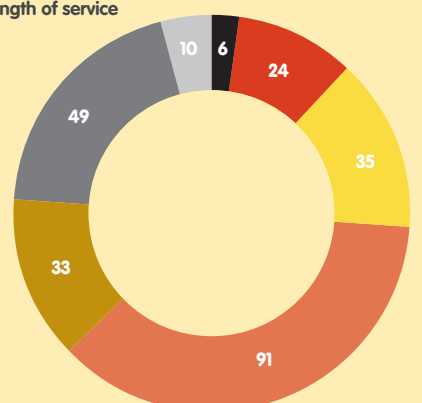
Age structure
Brico & BricoPlanit
stores
Average age
43.37 year

Maxeda head office Brussels



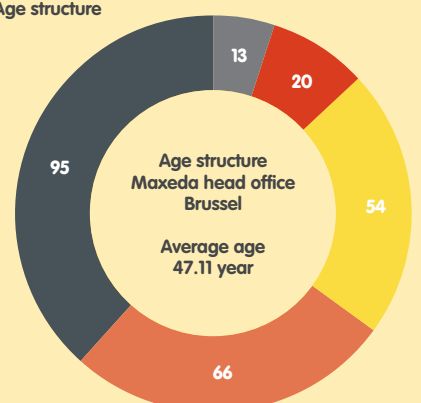
Open-ended

Length of service



< 2 yr 2-4 5-14 15-24 25-34 35-39 ≥ 40

Age structure



22-30 31-40 41-50 51-60 ≥ 61

Age structure
Maxeda head office
Brussel
Average age
47.11 year

Facts & Figures for Belgium 2017

Training BE

Safety training



BHV (Company
emergency response)

57

participants
228 hours

Fork-lift truck

128

participants
768 hours

Practical training



3,210
participants

Making workshops

1,649

participants
9,871 hours

Makersfair

1,561

participants
9,519 hours

Leadership training

233 participants
8,388 hours

Language training

57 participants
228 hours

Operational vocational training

1,225

participants
5,455 hours

Long-service anniversaries



20
years



29

25
years



41

30
years



29

35
years



24

40
years



18

45
years



3

*1-2-2017 to 31-01-2018