

Social Highlights

2018



Introduction

Foreword

This is the second Benelux edition of our Social Highlights, in which we show a number of social initiatives and examples that took place in 2018 at Maxeda DIY Group. There are many differences between the Netherlands and Belgium. But there are also many similarities and opportunities from which to learn from one another, certainly in our DIY business. Whether you work in a Brico store or at the head office in Amsterdam, ultimately, we are all there For the Makers!

One of the joint initiatives is the roll-out of an internal social platform. Our We-app was previously rolled out in the Netherlands, followed by Belgium this year. Not everyone is using it yet, but we highly recommend you to do so. It informs you in a fast, fun and convenient way of what is going on in the other stores and at the head office, often illustrated with inspiring photos. And you don't have to wait for the monthly newsletter to read or share the latest news. We want to keep up with the times, not only in the area of 'nice to know' news, but our ultimate aim is to modernise and digitalise all our communication and (HR) processes as much as possible. That is why in 2018 we started with the 'MijnHR' (MyHR) programme, and went live in the Netherlands on 1 January 2019 with a new HR system. This new HR

system allows a great many matters to be arranged online and enables transparency at all times. And that saves a lot of trees! Everyone in the Netherlands can also register their time and attendance in the store digitally, by now using a direct link to the new HR system. These are things we want to develop in Belgium as well in the coming years, to ensure we are all ready for the future! And all this, of course, without losing personal contact with one another. Efficiency and digitalisation are merely tools that indirectly ensure we can be there for the customer as much as possible, as well as for one another. That's why in 2018 we focused again on various leadership programmes for our stores as well as on onboarding programmes. Good preparation is key to adding value. In addition to good tools, collaboration remains the key to success. A good example of this is the Formido integration programme. This project started in 2017 and the project team took some time to build up a good head of steam. However, in 2018 it realised the impressive conversion of Formido stores into Praxis, and eventually everyone was well attuned to one another. And that is just one example. In addition to the integration of Formido, we have taken enormous steps forward everywhere in the organisation. We would like to thank all our employees for this!



Melithsa Demmers
HR Director Praxis



Rudi Schautteet
HR Director Brico and
BricoPlanit



Corine Duchenne
Group HR Director
Maxeda DIY Group

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

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 374 stores, some of which are owned by the group and some of which are franchised. 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.



Our stores

Brico

Brico is the DIY market leader in Belgium with a wide range of DIY products, and home decoration and garden products, combining well-known brands with the company's own brands. Brico supplies inspirational products and services for all makers, both experienced and beginners. Brico currently has a network of 144 stores in Belgium and Luxembourg: Brico and Brico City.



BricoPlanit

BricoPlanit is a chain of 12 megastores (including Briko Dépôt) in Belgium. As a multi-specialist, BricoPlanit offers the largest possible range of products for DIY projects, from building materials to home decoration and garden products.



Praxis

Praxis is a leading and well-known DIY brand in the Netherlands. Praxis responds to the wishes of all makers, from beginners to experienced DIY enthusiasts, with the best range of products. Praxis has 179 stores: Praxis, Praxis Megastore, Praxis Megastore & Tuin and Praxis City.



Formido

Formido is a chain of smaller DIY stores that meets the local needs of DIY enthusiasts in the Netherlands. Most of the 39 Formido stores are franchises (22 stores) and are located in the suburbs of larger and smaller cities. In September 2017, Maxeda DIY Group announced that within 2 to 3 years it will convert the majority of the Formido stores into Praxis; in the meantime this process was completed in 2019.



Our people

Maxeda DIY Group continues to further develop its activities through investing in our people and organisation, by working together as one team in an open, active and positive culture. By people we mean ourselves also in relation to our customers. We believe that by being Open, Active and Positive we will make sure we enjoy working together even more and achieve even better results!





Maxeda DIY Group operates its chain stores in three countries: the Netherlands, Belgium and Luxembourg, with the store formulas Praxis, Brico, BricoPlanit and Formido. In this overview we would like to show you the people behind these brands, who each day provide service to our customers. Because they are the engines behind our business.

What initiatives have we developed in the Benelux in 2018?

Who are we and what do we stand for? These Social Highlights will give you the answer.

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](#).



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.

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.



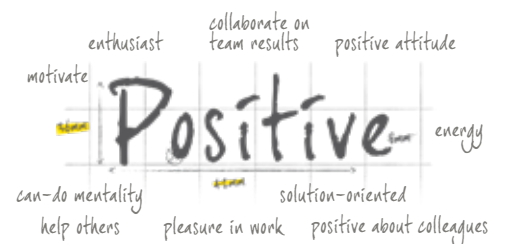
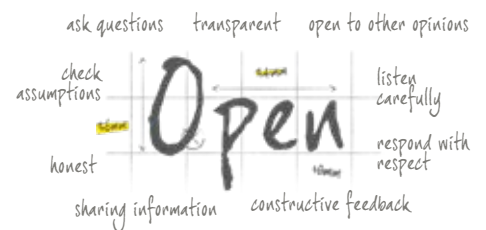


Our cultural values: Open, Active and Positive

Our people are the engines of growth for our business. If we work well with one another, this is not only much more enjoyable but also carries across to our customers. Together, it's easier to achieve good results. And together we ensure we can grow.

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 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.





MijnHR goes live in the Netherlands

In March 2018, Maxeda DIY Group decided to digitalise its HR processes under the title MijnHR. In order to do so, Maxeda called upon the services of AFAS. All the HR processes and salary processing in the Netherlands have been incorporated within MijnHR. Employees can arrange their own HR matters digitally and view them on a desktop, tablet and mobile phone. Various user tests were carried out with employees from Praxis stores and the head office in Amsterdam in order to design an HR system optimally for all stakeholders. MijnHR was finally launched in the Netherlands in January 2019. Within this new HR system many matters have been digitalised, such as contracts, salary slips, declarations, employee registration and changes of address. Personnel data is accessible for all employees in the Netherlands at any time and place.

Roll-out of internal social platform

We-app in Belgium

At the end of October, Brico and BricoPlanit employees joined the Benelux wide internal platform, the We-app. The We-app is a social platform that can connect to one another all 7,000 employees of Maxeda DIY Group, including all the staff of Praxis, Brico and BricoPlanit, with a single press of a button. This allows employees to communicate with one another and share experiences much more quickly, as well as promote team spirit. Each store has its own closed community that allows store staff to contact one another easily and conveniently.



Digital clocking with JDA in Praxis stores

In 2018 a new digital clocking system from JDA was installed in all Praxis stores. This allows staff to register their time and attendance in the store digitally. Another advantage is that the employees can see their schedule and store opening hours online. In addition, Store Managers from now on can see overviews of the time and attendance digitally. This helps to improve the efficiency and saves time.



Welcome to the Praxis family!

As part of the integration of Formido stores within Praxis, throughout the year various Praxis stores all around the country have organised introduction afternoons for former Formido employees (now new Praxis employees), in order to support them in their transition to Praxis. With the help of ten 'Praxis Ambassadors' various afternoons were organised to allow employees to get to know Praxis and Maxeda DIY Group in a different way.



New employee meetings at Amsterdam and Brussels head offices

Every three months we welcome all our new employees to our organisation. In the course of a day (or morning or afternoon) the new employees get to know one another and Maxeda DIY Group. Our CEO, Guy Colleau, is always there to explain the strategy and goals of the organisation. In an open discussion, the new colleagues have the opportunity to ask the CEO all sorts of questions. In addition, various colleagues from departments such as Group Communications, Assortment, Operations, Marketing and Format give an introduction to their own department.



Welcome sessions in stores in Belgium

The stores in Belgium also organise monthly welcome sessions where new colleagues are welcomed and get to know the organisation and one another.

Praxis recruits new talent through job markets

One of the ways in which Praxis attracts new colleagues is by participating in job markets.

For example, in 2018 colleagues from Praxis were present at the 10th edition of the Talent Event in the Johan Cruijff Arena, the largest job and schools market for young people between the ages of 18 and 32 from Amsterdam and the surrounding area. Praxis also took part in the WerkLoont job market, an initiative of the municipality of Rotterdam for jobseekers from the entire Rotterdam region. During both job markets we talked with many interested parties and made various appointments for interviews.



BricoPlanit recruitment method



BricoPlanit has created a participative recruitment method: the co-option. This involves using the employees' own network to fill the vacancies in the store and at the head office as well as to find new talent. Our employees are after all our best ambassadors. They know the jobs we offer better than anyone else. They know what skills are necessary for these jobs and can accurately assess which of their friends or business contacts would best suit the jobs.



More training courses for our employees



Employees help to ensure that our organisation continues to grow. In order to give our employees even more opportunities to grow and develop themselves, Maxedaa DIY Group launched an online learning platform that offers a wide range of learning activities, the Academy. In the beginning of February, the Praxis and Maxedaa Academy went live. And in July, the Brico and BricoPlanit Academy. Through classical and online training and combined programmes, employees are able to work on their professional skills and personal development. In addition, Praxis has developed a comprehensive online introduction programme, and Brico/BricoPlanit gives various Makers workshops for its employees.

Leadership programme

In 2018 we completed the Moving Forward Together programme for all managers of the Belgian stores. On the Closing Day the various stores shared their experiences regarding the impact of the leadership programme and the findings of their learning expedition on the team and the store. The image on the right illustrates the day.

"Thanks to this programme, in our management team we have started to help one another more **spontaneously** and to communicate with one another in a more open and **sincere** manner."

BricoPlanit Messancy



"Since the start of the programme the **quality** of the customer experience in our store has improved, which we see in the **increase** of our NPS scores."

Brico Ronse



Leadership event with all Store Managers

At the end of April 2018, in the second year of the Praxis leadership programme, there was a follow-up to the 'For the leaders' programme with an inspirational event for all Store Managers. Each Store Manager went back to their stores with an action plan. Throughout the course of the year the Store Managers eagerly carried out the plans in the store together with their teams.



Workplace learning at Praxis

In November 2018, Praxis Venray embarked upon a partnership with Gilde Opleidingen in the area of workplace learning. Gilde Opleidingen have combined five training courses into a single broad training course level 2. Each week the workplace learning course welcomes a group of students to Praxis Venray where various educational activities, assignments and tasks are carried out.



New Do-It-Yourself professional course

In December 2018, a start was made on the development of the new Do-It-Yourself professional course in the Netherlands. A number of important additions were made to the content of the current training course. Product knowledge of new products has been added and, on the basis of customer questions, a storyline was put together. In addition, input from the meetings that were held with managers and employees from various DIY store formulas was incorporated.



Onboarding Brico: training programme for new store employees

A good welcome and onboarding programme forms a first and important step in the training process of new employees. In 2018 we focused on the development of a practical integration book for all new store employees at Brico. The toolkit comprises a detailed programme that examines all aspects of the profession and various videos that simplify the onboarding process. "The employee helps to develop his or her own training, thereby taking an active role in the learning process: they must feel they can approach their colleagues, as well as receive the necessary time and regular coaching from their manager. And it is this aspect that lies at the heart of the success of this approach", explains Gwen Imbert, Training Manager.



Train the trainer sessions also form part of new employees programme of Brico

Mid 2018 'Train the Trainers' courses were introduced. These aim to help the management teams provide better guidance to their new employees in the start to their new jobs. According to Olivier Moulan, Manager Brico Laken, this kit is an essential tool for standardising the processes, knowledge and skills within Brico. This is also a useful refresher course for employees who have already been working at the company for some time.

New Online introduction programme for new Praxis store employees

Early April 2018 the new online introduction programme for new employees was launched, via the internal training platform: the Praxis Academy. This programme not only focuses on all the knowledge that a new employee would have to possess to carry out their job effectively. It also offers a warm welcome, information on the Praxis culture and attention for safety, and digitally sets down all legally required matters.

Make it at Praxis!

By means of videos and exercises we want to use this programme to ensure that new employees quickly feel at home, are well trained and develop a long-lasting connection with Praxis. The programme is also available for employees who have already been working at Praxis for some time now.





From checkout assistant to Head of department

Stéphanie Dohet, Head of department, has undergone a tremendous development as checkout assistant in Leroy Merlin Anderlecht, later to be called BricoPlanit Anderlecht. She quickly became Reception Hostess and after only six months was given the position of head of Checkout, which she has happily carried out for 11 years.

"Managing a team of 40 checkout assistants is no easy task", says Stéphanie. "I have had to learn the key skills for team management, learn how to prioritise and develop an open mind to enable me to effectively resolve the various problems I come up against. Fortunately, I was able to follow many courses. The most important experiences I gained have been on the store floor together with my colleagues and manager."



Two years ago she felt the need to start a new challenge and was offered the position of Head of department. "I have learnt so many new skills and feel content in my work and in the store team. I'm very grateful to the organisation for giving me the opportunity to build a satisfying professional career within Brico."

Growth runs in the family

The brothers Vincenzo and Luigi Deiana have both climbed their way up within Praxis from the 'floor'. Vincenzo, the eldest of the two, started in 1984 at Praxis Groningen as a general worker and has grown through various positions to become the Store Manager at Praxis Dedemsvaart. His brother Luigi started three years later (1987) at Praxis Hoogezaand as a general worker. He is now Store Manager at Praxis Klazienaveen. Due to the wide variety of activities and the good contact with colleagues and customers, both brothers have been happily working at Praxis for more than 30 years now.



Throughout the years they have seen the training opportunities and career guidance improve at Praxis, something they regard as a very positive development. Vincenzo and Luigi are keen to give a few tips for future colleagues who would like to grow within the company. Vincenzo: "Believe in yourself and in the organisation, be true to yourself and open to challenges." Luigi adds: "Get out of your comfort zone, keep developing yourself and make your wishes known to your managers."





Continued development: from an intern to Store Manager

Samira Girgis has continued to develop at Praxis from an intern to trainee Store Manager. In 2000, Samira started at Praxis Assen as an intern. She has gained experience in all departments of Praxis and has worked her way up from intern to Departmental Manager. In March 2018 it was time for a new challenge, and she was asked to support the franchisers in Wezep as Deputy Store Manager. After Wezep she continued developing her career to become Store Manager at a satellite construction of Praxis Kampen and IJsselmuiden, where she is now still happily working and content.

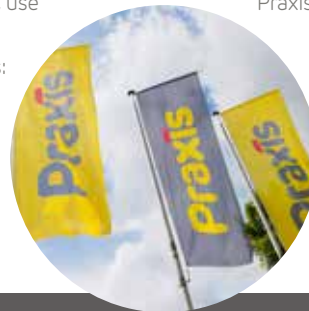
What does she like the most about Praxis?

"As a Praxis employee you get all the tools and training courses you need to grow and develop yourself. For my colleagues who wish to broaden their horizons at Praxis I would say, use the Praxis core values: Open, Active and Positive."



What is her advice to colleagues?

"Be open to learn from the knowledge and experiences of your colleagues. If you have the ambition to develop and grow at Praxis, take up this fantastic challenge! Have a chat with your manager, tell them what you want and make use of the training courses that Praxis provides."



Go-getter: growth in Praxis Amsterdam Zuidoost despite illness

When Sjimme Conradi got to hear at the age of 16 that he had Hashimoto's disease, whereby antibodies attacking the thyroid gland affect your health and concentration, he initially went through a period of denial and anger. He has since accepted the illness and considers it important to show that with an illness you can still study and work. And Sjimme has been doing that work at Praxis Amsterdam Zuidoost at the Bathroom department since May 2017 to his great satisfaction. Work, and the rhythm that goes with it, is important for Sjimme. "It forces me to take that extra step. And I certainly wouldn't call in sick so easily. It is because I have a chronic illness that I want to show I can be relied upon."

Kevin van Bommel, Store Manager at Praxis Amsterdam Zuidoost affirms this: "Sjimme has developed extremely well. If you look at where he is now: hats off to him. He is sociable, communicative and practical."





Working safely and feeling safe

Maxeda DIY Group believes it is important that employees not only work safely but also feel safe in the store. It is important to organise work in such a way that there can be no adverse consequences for the health and safety of the employees. It is important to follow work instructions properly and to take

care of one's own personal safety as well as that of colleagues and customers. In 2018, we started a number of projects aimed at ensuring the safety of everyone in the store and increasing awareness amongst employees.



'Working safely at Praxis' Health and safety catalogue

As there is no health and safety catalogue for the do-it-yourself sector, in 2018 Praxis, commissioned by the health and safety committee, continued to put together a health and safety catalogue 'Working Safely at Praxis'. In 2018, Praxis also continued drafting traffic regulations for the use of the various internal transportation means.



Launching the Safety Book

In 2018, the new Safety Book was launched in BricoPlanit stores. There was demand amongst the stores for a safety book containing important information that could be referred to in the event of any problems.



This led to documents, such as monthly and annual reports, action plans, company visit reports and safety instruction sheets of every store, being put together in a personalised folder. In addition, the Prevention & Welfare tab on the intranet was updated. After an evaluation phase, the project will also be implemented at Brico stores in 2019.

A practical fire extinguishing course

As part of the general prevention plan in Belgium for the period 2018-2022, the Health & Safety team has put together an action plan for fire risk prevention and protection. This includes training sessions on the use of fire extinguishing equipment, which started in the first quarter of 2018. This training course is mainly practical and interactive, and is given by the mobile fire service units to the store teams of Brico and BricoPlanit. The session is, for example, concluded with two practical basic drills: a store evacuation and extinguishing a fire source at the store's car park. This training course has already been organised in 20 stores of Brico and BricoPlanit.



Risk inventory and evaluation (RI&E)

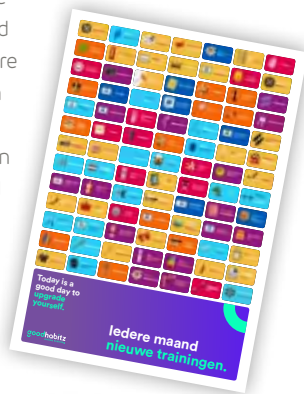
Working in a safe and healthy environment concerns us all. After all, at the end of the day everyone wants to go home safe and well. That is why Praxis has updated and digitalised the 'Risk Inventory and Evaluation'. The new RI&E consists of three modules (health and safety policy, building and emergency facilities and activities) and an action plan. The Praxis RI&E meets the requirements stipulated in Article 5 of the Working Conditions Act and is therefore complete, reliable, up-to-date and future proof.



Work Stress Week



In November 2018, Praxis took part in the Stress at Work Week. The theme this year was 'From Stress at Work to Enjoyment at Work'. During this week colleagues were encouraged to take part in sporting activities and fun training sessions. For example, each day a lunch-time walk was organised during which a proposition was discussed. Colleagues were also encouraged to take part in the 'Mindfulness' and 'Stress is Good' training sessions via the Academy. In addition, tips and advice were given and colleagues were able to relax in various ways and have fun in their work and with one another.



Fresh fruit for employees

Maxeda DIY Group, Praxis and Brico attach great value to a healthy living and working environment and fit and healthy employees. In order to ensure this, vitality programmes have been put together which include, for example, providing fresh fruit to employees. To this end, the Praxis head office has entered into a partnership with Fruitful Office. Through their Plant Fruit Trees Campaign, Ripple Africa plants 1 fruit tree in Malawi, Africa, for each crate that Praxis buys. In the last year this initiative has resulted in more than 1,000 fruit trees being planted. In addition, Ripple Africa provides information to local communities and schools. This helps to reduce the effects of global warming and deforestation, protects the native forests and creates employment and income for local communities in Malawi. A healthy lifestyle is also being promoted at the Brico head office. Since 2018, five boxes of fresh fruit are delivered every Monday and Friday, in total 520 pieces of fruit each week. The fruit supplier Fruitsnacks believes it is important to care for both the environment and society. They do their very best to produce and conduct business in an as ecologically and socially responsible manner as possible. They also support charities such as 'Sta op tegen Kanker' (Stand up against cancer) and 'Make-A-Wish'.

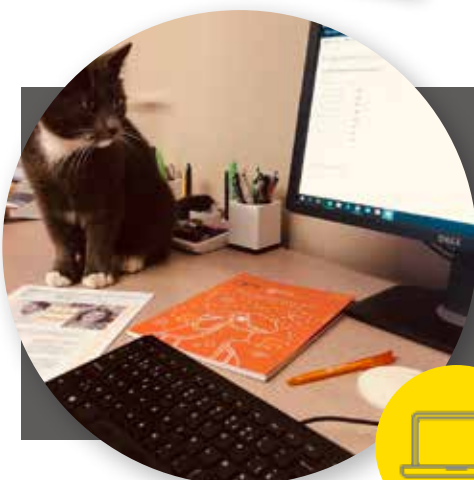


Social Highlights 2018



Sustainable deployment of employees

Maxeda DIY Group is an organisation where people like to work because they are passionate about what they do and they have pleasant colleagues who support each other. With a manager who sees, speaks, appreciates and inspires them, so that people get the best out of themselves and keep developing. With colleagues working together in an open, active and positive ambience. To us, sustainable employability means creating the opportunity for employees to remain healthy, happy and fit in their work. That goes hand-in-hand with jointly making sound choices and taking responsibility for a safe, pleasant workplace with a good working atmosphere. In addition to being interested in employees and colleagues, it is important that an employee also takes his or her responsibility, discusses matters with the manager and makes concrete proposals for continuing to work. That is sustainable employability. This is also reflected in the fact that Maxeda is working towards inclusive employership by setting up partnerships with national organisations. We welcome every talent.



Teleworking

As part of the Sensor project, Brico has decided to introduce teleworking (working from home) at the head office in Brussels. Since September 2018 the employees have been given the possibility of working two days a month from home. This gives many benefits to both the employee and the employer. The most important benefit for the employee is a better balance between their work and private lives.



Facts & Figures for the Netherlands 2018

Man/Female ratio



2,436
54.07%



2,077
45.93%

Number of employees

Praxis &
Formido own
stores

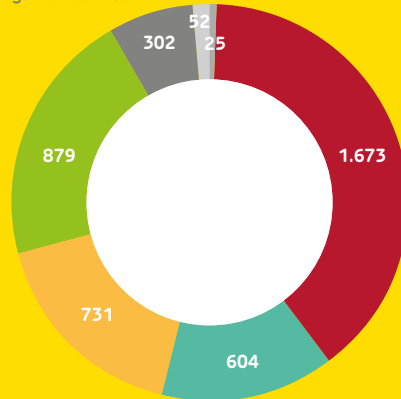
2,921

Open-ended

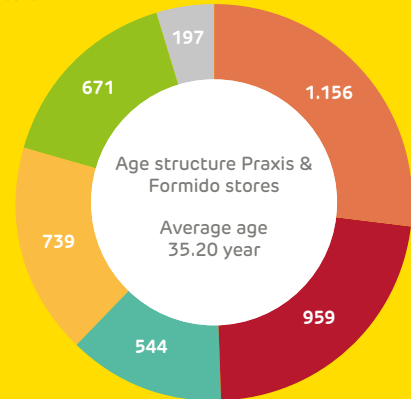
1,381

Fixed-term

Length of service



Age structure



Sickness absence

Sickness absence rate

4.81%

Praxis & Formido
stores

3.76%

Maxeda head office
Amsterdam

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

● < 22 jr ● 22-30 ● 31-40 ● 41-50 ● 51-60
● ≥ 61

Maxeda
head office
Amsterdam

236

Open-ended

44

Fixed-term

Average duration of
absence in days

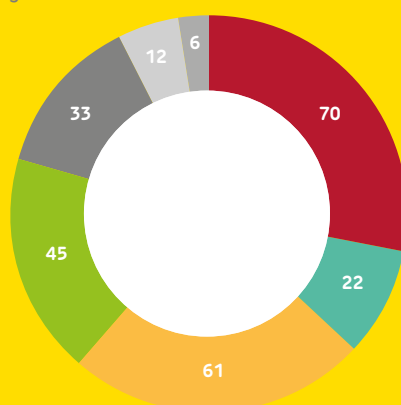
15.76%

Praxis & Formido
stores

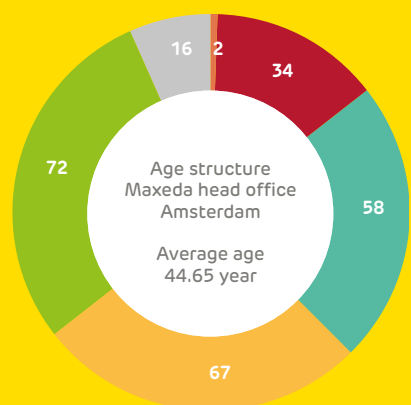
21.14%

Maxeda head office
Amsterdam

Length of service



Age structure



Frequency per year

1.21%

Praxis & Formido
stores

0.72%

Maxeda head office
Amsterdam

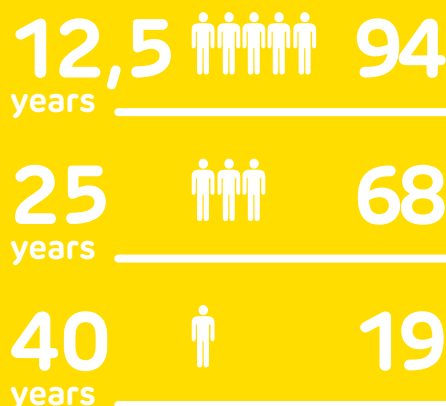
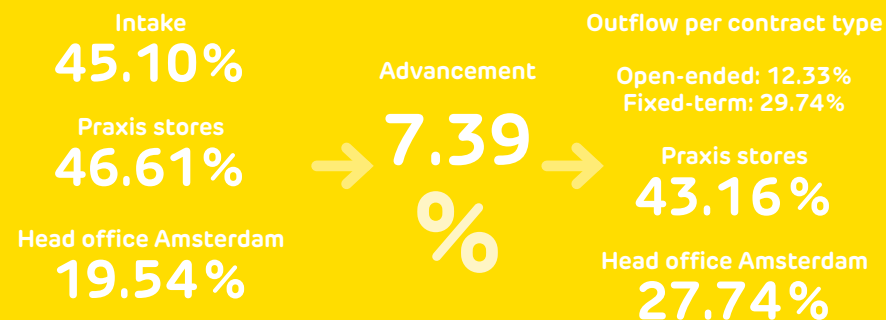
● < 2 jr ● 2-4 ● 5-14 ● 15-24 ● 25-34
● 35-39 ● ≥ 40

● < 22 jr ● 22-30 ● 31-40 ● 41-50 ● 51-60
● ≥ 61

Facts & Figures for the Netherlands 2018

Intake, advancement and outflow of total workforce

Anniversary celebration



Intake: Percentage of staff employed relative to average number of employees from 1-2-2017 to 31-1-2018
Outflow: Percentage of staff leaving employment relative to average number of employees from 1-2-2017 to 31-1-2018

Training NL

Vocational training course

540
enrolments

1 enrolment gives access to 13 modules



2,393
training sessions and courses attended

MBO Senior secondary vocational level

80

In 2018, 66 employees obtained their MBO diplomas.

Practical training

7 training sessions with



144
participants

Safety training



BHV
(Company emergency responses)

491
participants

Aggression & Robbery

301
participants

Leadership training

161
participants

Internal vehicles



Supplier training sessions

Christmas assortment days

50
participants
400 hours

Garden day

142
participants
1,136 hours

Paint days

138
participants
552 hours

Garden design day

70
stores
560 hours

Facts & Figures for Belgium 2018

Man/Female ratio



1,710
57.69%



1,254
42.31%

Number of employees

Brico & BricoPlanit
own stores

2,501

Open-ended

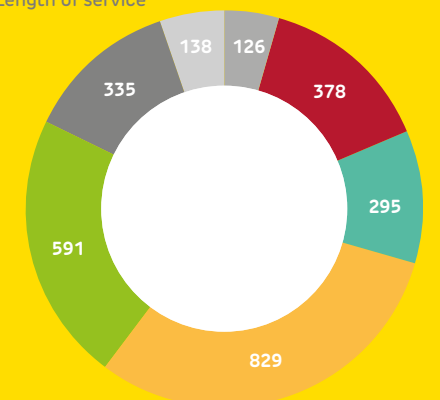
153

Fixed-term

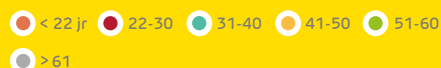
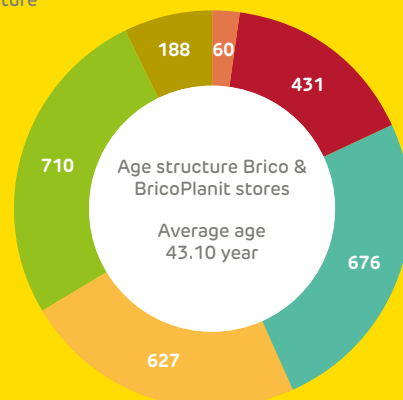
38

Replacement contract

Length of service



Age structure



Maxeda
head office
Brussels

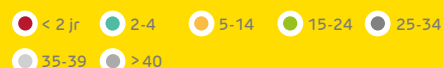
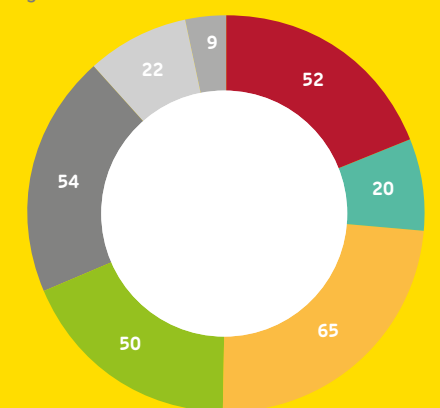
271

Open-ended

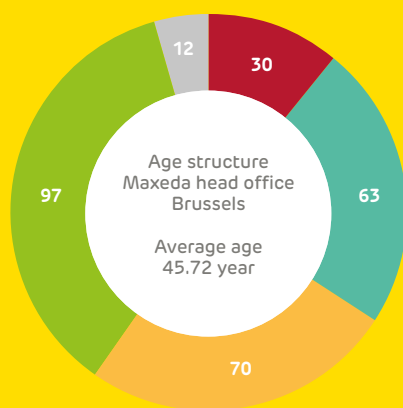
1

Fixed-term

Length of service



Age structure



Facts & Figures for Belgium 2018

Training BE



Veiligheidstrainingen



BHV

(Company emergency responses)

18

participants
140 hours

Fork-lift truck

165

participants
328 hours

**Leadership
training**

250

participants
13,696 hours

**Language
training**

35

participants
875 hours

Practical training

2,022

participants



**Making
workshops**

880

participants
5,657 hours

Makersfair

1,142

participants
6,852 hours

**Operational
vocational
training**

383

participants
1,386 hours

**Customer
focus training
sessions**

55

participants
350 hours

Anniversary celebration



20

years



74

35

years



41

25

years



21

40

years



30

30

years



30

45

years



1