

Social Highlights 2019



The largest DIY retail chain in the Benelux

Maxeda DIY Group is the largest DIY retailer in the Benelux with Praxis in the Netherlands and Brico and BricoPlanit in Belgium and Luxembourg. These retail chains are represented by 345 stores, both owned and in franchise form.

Maxeda DIY Group has more than 7,000 employees, around 60% of which work in the Netherlands. Together the stores have a total surface area of over 1 million m² with more than 1.5 million customers each week in the stores and online.



Our store formulas



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 140 stores in Belgium and Luxembourg: Brico and Brico City.



BricoPlanit

BricoPlanit is a chain of 13 megastores (including Briko Dépôt) in Belgium. As a multispecialist, 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 192 stores: Praxis, Praxis Megastore, Praxis Megastore & Tuin and Praxis City.

Make it Easy

Maxeda's strategy is aimed at making the customer's life easier. We do our utmost to simplify everything for the customer, both in the stores and online. Through the 'Make it Easy' strategy we wish to make things easier for our makers through our five engines of growth (Store, Product, People, Digital and Home), so that we can create a seamless omni-channel customer experience and become top-of-mind among DIY customers in the Benelux.

In 2019, Maxeda DIY Group made the work of our staff easier through various initiatives:

- Providing various digital tools, including:
 - MijnHR (MyHR) in the Netherlands, a digital HR system
 - Wij-app (We-app), an internal social platform
 - The Academy, an online learning platform
- Launching a 'working at' site for Praxis/Maxeda DIY Group and starting on a 'working-at' site for Brico
- New onboarding programme for new Brico and BricoPlanit employees via themed videos, an integration book and online onboarding programme.



Our people and cultural values

Our 7,000 employees together form one of the engines of growth: People. They have a passion for what they do, and are always ready to help their colleagues and customers. We believe that by being Open, Active and Positive, we are able to work together in a pleasant manner and thereby make a difference. Through various initiatives we give our employees tools for applying these cultural values in their daily work. This is reflected in how they interact with the customers as well as with one another. By investing in our employees and customers, and working as a team in an open, active and positive culture, we are able to achieve results more easily, and together we ensure that we can all grow. Everyone is welcome.



We are pleased to present to you the third edition of the Social Highlights for the year 2019, in which we look back at various initiatives and share some social facts and figures. We interviewed Melithsa Demmers, Director HR Praxis, and Rudi Schautteet, Director HR Brico/BricoPlanit. They take us through the social highlights of 2019.



Melithsa Demmers
Director HR
Praxis



Rudi Schautteet
Director HR
Brico/BricoPlanit

What HR projects were the focus in 2019?

Melithsa: "In 2019, our focus was on the following five projects:

- **Employer Branding and Recruitment:** With our own Employer Branding and Recruitment discipline within HR, we have been able to invest a great deal in the employer brand of our wonderful organisation. We have really put ourselves on the map as an employer. First of all, together with internal ambassadors by setting out our Employer Value Proposition (EVP) with as payoff "We help one another", we have formed an important foundation for all internal and external communication concerning our employer brand. With a strong content plan and good collaborations with new suppliers, we have been very successful with the (re)launch of our brand on social media. And something that we could not do without is, of course, a modern vacancies website. Werkenbijpraxis.nl went live in June 2019.
- **Digital HR:** MijnHR (MyHR) went live in January 2019, and we started to work with self-service managers and employees. In doing so, we stopped using paper processes, and the HR dossiers, HR information and processes were made more accessible to managers and employees. In addition, in June we went live with JDA Time & Attendance thereby leaving SAP HR behind us.
- **Work organisation stores:** In 2019, we made some changes to the management structure of the SRP stores (midsize stores), and as a result there is no longer a role for the Department Representative Sales Support (AVVO). This has had a considerable impact on the stores. Despite this, all the managers and employees involved have done their best in taking this

very important step together with us and making it a success.

Absenteeism and behaviour: In order to help managers deal with behavioural issues, in particular in situations in which employees show signs of possible absenteeism for whatever reason, we organised a training course for a practical approach to behaviour that can lead to absenteeism. We also used an animation clip to explain our views on absenteeism and behaviour to our employees.

- **Social Plan 2020-2021:** It is important for a large organisation such as ours to have consistent agreements with the Works Council regarding how we wish to deal with the personnel consequences of changes to the organisation. And so again this time around we have come to some good agreements with the Works Council and have clarified some difficult aspects of the social plan."

Melithsa: "I am most proud of the adaptability of our employees, both in the stores and at the head office."

Rudi: "In the coming years, Brico Belgium wishes to develop a performant HR policy and go over and beyond the traditional personnel policy. The most important projects in respect of this were the following:

- **Talent management:** We have made great advances in the search for the best profiles for every job both internally (management of talent at all levels and stimulating internal promotions) and externally (preparation work for developing an ATS recruitment platform,

assessments and greater visibility of the company – employer branding).

- **Well Being project:** Together with the staff of the head office, a concrete action plan aimed at well-being has been set up.
- **Learning & development:** We have made some major investments in the area of learning & development.
- **Prevention & safety policy:** Development of a professional prevention and safety policy, through reinforcing the team and launching various initiatives.
- **Social partner relationships:** The normalisation of the relationships with our social partners, both national and local. The foundation has been laid for developing a positive collaboration in the coming years at all levels with respect for one another's views."

What are you most proud of in 2019 in the area of HR?

Rudi: "Our employees are our greatest asset and it is essential to create a culture in which employees can gain useful experiences and get the best out of themselves. Within this context, in 2019 we laid the foundations for a modern and professional HR policy which will need to be further developed in the coming years."

Melithsa: "I am most proud of the adaptability of our employees, both in the stores and at the head office. As part of our "Make it Easy" strategy, we at HR, Operations and IT do our utmost to make matters relating to personnel as simple and accessible as possible for employees. This means that we make increasingly more solutions available online as well as through an app. I am also enormously proud of the fact that in 2019 SBB proclaimed our store in Zoetermeer

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best work placement company in our sector. This means that in 2019 we were amongst the best top eight in the Netherlands. Quite an achievement! We feel very strongly about vocational training and as such are a role model for our colleagues."

What happened in 2019 in the area of learning and development?

Melithsa: "Learning and development is a continuous process at Praxis and Maxeda DIY Group. The range of possibilities for further education is really quite wide, from intermediate vocational training programmes (MBO) and higher vocational training programmes (HBO) to technical training programmes and leadership courses. We continue to closely examine these programmes and improve them where necessary, so they remain relevant to the needs of both the organisation and employees. As far as I am concerned, the degree to which we actually make use of these programmes could be better, and that is something we are going to focus on in the coming years."

Rudi: "Personal development and lifelong learning are fundamental in meeting tomorrow's challenges and taking advantage of the opportunities we have. Through the development of the Brico Academy we offer our employees a wide range of training courses in the areas of product knowledge, business knowledge and management competences. It is clearly the intention that every employee is able to have

more control over their personal development with the new tools. We have also taken an important step towards digitalising some of the training programmes. In addition, when it comes to the onboarding of new employees, the integration procedures have been made clearer and more complete, for example through the introduction of integration projects for many of the positions. And, last but not least, we have developed regional studios in our stores so that we are able to bring the training courses for our staff and customers closer to home."

What are the career possibilities for our employees and how are they encouraged?

Rudi: "In a tight labour market, the retention, and therefore also the motivation and encouragement of employees, is very important. Internal promotion is one of our key areas. A better insight into our employees' expectations and their opportunities ensures that the company is increasingly able to provide the ideal match for its employees."

Melithsa: "There is no doubt that Praxis and Maxeda offer many possibilities. There are numerous examples of successful careers at Praxis and Maxeda. Anyone can make a career

for themselves, if they want to and are willing to invest time and energy to achieve this. It is important for managers to be able to identify talent among their employees and then discuss this with them. The periodic development talks are an ideal time for this, during which employees can discuss with their managers their wishes, ambitions, what's going well or what can be improved. The organisation is large and varied enough to offer its employees attractive career opportunities."

What do our cultural values (Open, Active, Positive) mean for the organisation, and can you perhaps explain each one of them? How are the cultural values applied by the employees?

Rudi: "Our values are simple and easy to understand, both regarding our employees as well as our customers. Our cultural values form an important foundation to how we act on a daily basis at every level.

- **Open:** Openness, transparency, enthusiasm and communication in two directions enable us to realise solutions quickly and efficiently as well as achieve our objectives.
- **Active:** In a commercial retail business, it is of course essential to take initiative, develop commercial drive with energy and enthusiasm, therefore an active approach.
- **Positive:** Working together on a project with a positive attitude, realising various things both in the stores and at the head office.



This all forms part of the daily briefings, the team meetings, celebrating successes, setting up new projects and the daily search for finding the best solutions for our customers."

Rudi: "Our employees are our greatest asset and it is essential to create a culture in which employees can gain useful experiences and get the best out of themselves."

Melithsa: "We 'are' our cultural values. By not only talking and reading about them, but by truly putting them into practice and experiencing them. Our values are not complicated: everyone understands what Open, Active and Positive means. I genuinely believe that we are becoming increasingly better in acting according to our cultural values, although through trial and error. I am sure that it can be even better, and that is an exciting challenge!"

Facts & Figures for the Netherlands 2019

BE-NL



Male
2,485
54%



Female
2,127
46%

Sickness absence

	Sickness absence rate	Average duration of absence in days	Frequency per year
Praxis own stores	4.51%	14.41	1.14
Maxeda head office Amsterdam	2.88%	13.29	0.79



Employees

Praxis own stores

Open-ended:

3,187

Fixed-term:

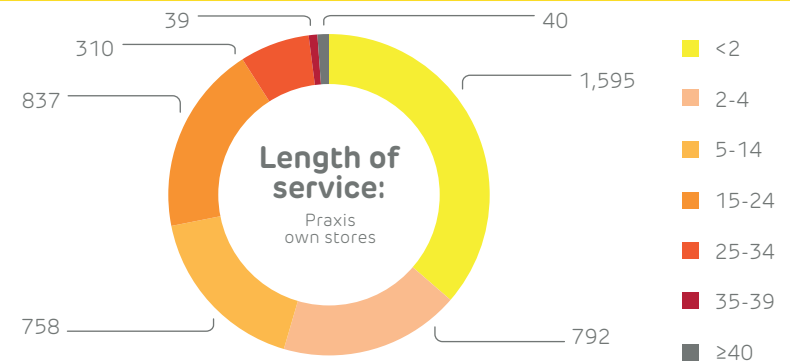
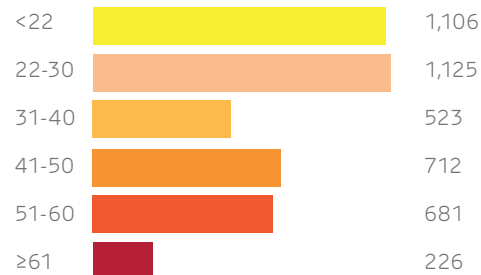
1,186

Average age:

33

Age structure

Praxis own stores



Employees

Maxeda head office Amsterdam

Open-ended:

232

Fixed-term:

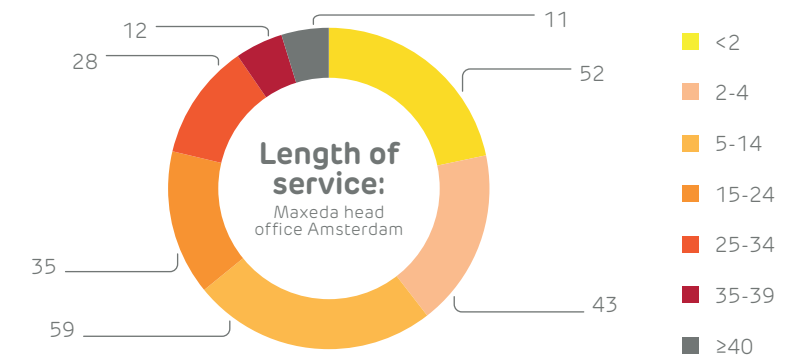
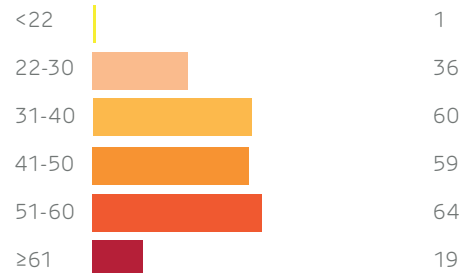
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Average age:

44

Age structure

Maxeda head office Amsterdam



Averages for the financial 01-2-2019 to 31-01-2020

Facts & Figures for the Netherlands 2019

BE-NL



Anniversary celebration

	Number of employees
12.5 years	75
25 years	31
40 years	24

Intake, advancement and outflow of total workforce

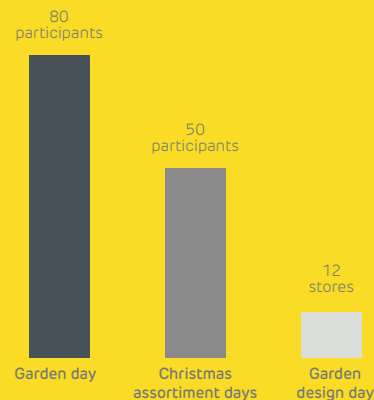
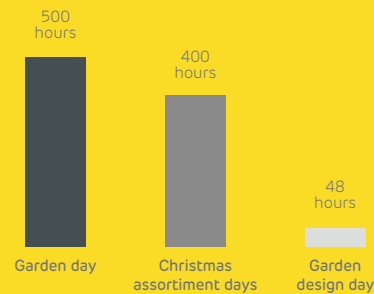
Intake	33.9%
Praxis own stores	34.9%
Head office Amsterdam	16.3%
Advancement	8.7%
Outflow per contract type:	
Open-ended	15.4%
Fixed-term	28.5%
Praxis own stores	44.8%
Head office Amsterdam	27.1%

Practical training

6 training sessions with
150 participants



Supplier training sessions



Vocational training course

471 enrolments

1 enrolment gives access to 13 modules



1,128
training sessions and courses attended

Leadership training

135 participants

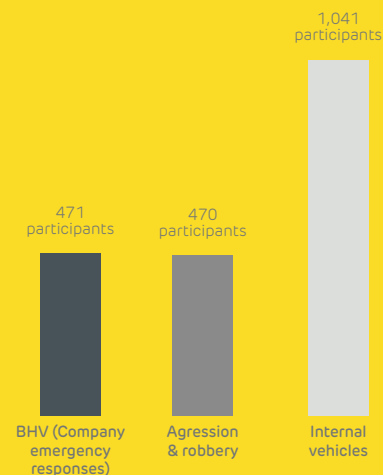


MBO Senior secondary vocational level

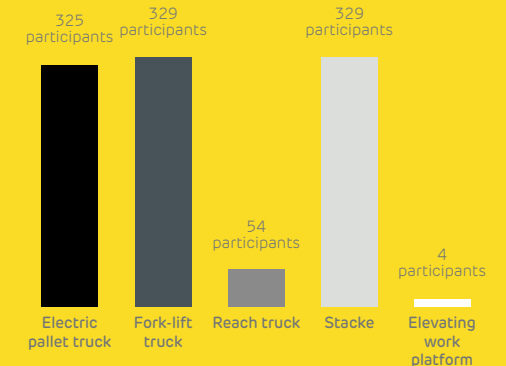
97
started in 2019

77
obtained MBO diplomas

Safety training



Internal vehicles



Averages for the financial 01-2-2019 to 31-01-2020

Facts & Figures for Belgium 2019

BE-NL



Male
1,791
58,68%



Female
1,261
41,32%



Employees Brico & BricoPlanit own stores

Open-ended:

2,503

Replacement contract:

46

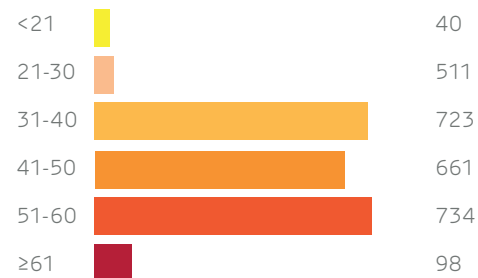
Fixed-term:

218

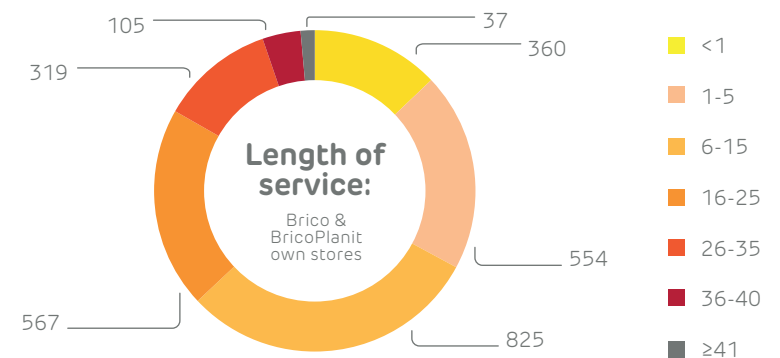
Average age:

42

Age structure Brico & BricoPlanit own stores



Length of service: Brico & BricoPlanit own stores



Employees Maxeda head office Brussels

Open-ended:

263

Average age:

45

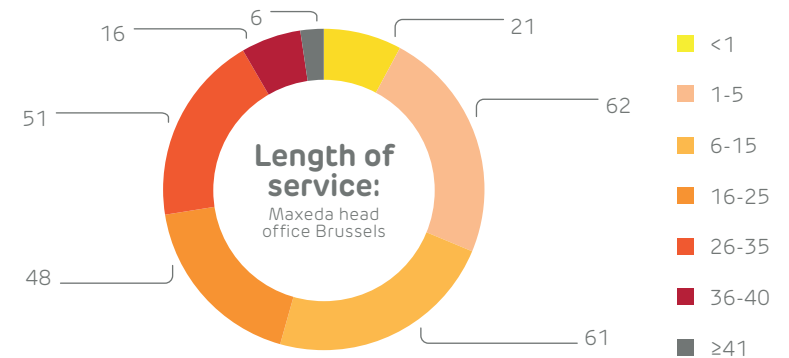
Fixed-term:

2

Age structure Maxeda head office Brussels



Length of service: Maxeda head office Brussels



Facts & Figures for Belgium 2019

BE-NL



Anniversary celebration

	Number of employees
20 years	59
25 years	28
30 years	37
35 years	23
40 years	20
45 years	1

Practical training

3,220
participants

(total of making workshops and Makersfair)



Making workshops

1,712
participants

21,220
hours

Makersfair

1,508
participants

23,833
hours

Language training

94
participants
2,820 uur



Leadership training

319
participants
4,724 uur



Operational vocational training

968 participants
6,512 hours

Customer focus training sessions

235 participants
4,724 hours

Safety training

