

## Our COVID-19 Response

# Well positioned FOR 2021

In response to the pandemic, we took a number of decisive actions to safeguard our future, ensuring the business was well-placed to capitalise on opportunities as markets developed.

### Q1

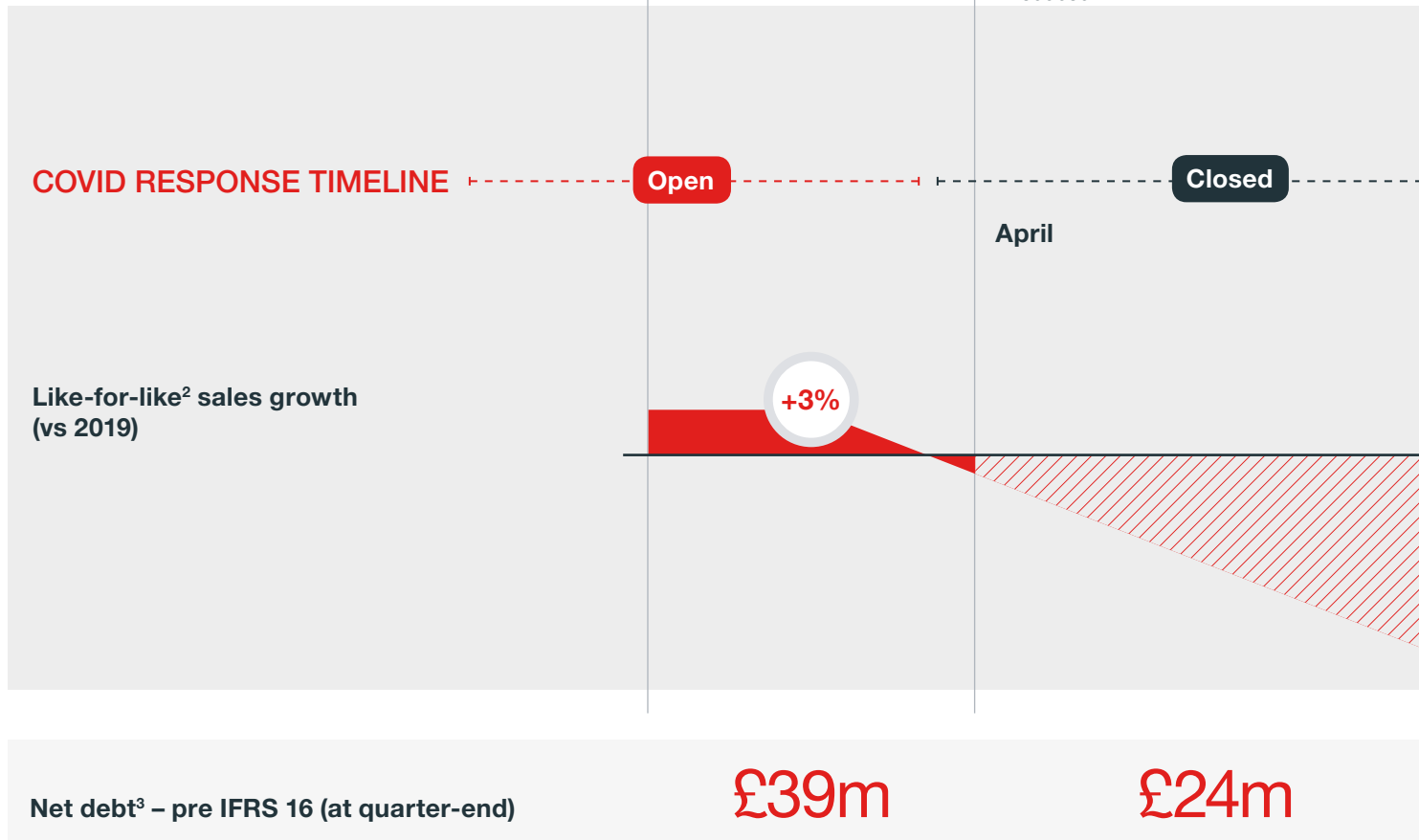
#### Controlled closure

- All operations closed in late March, in line with Government guidance
- Bank facility increased from £60m to £75m
- Final dividend for 2019 cancelled

### Q2

#### Securing the future

- £17m raised via share placing
- Deferral of non essential and discretionary expenditure
- Q2 VAT payments deferred and rental payments switched to monthly in advance (from quarterly)
- Utilisation of Government support measures, including Job Retention Scheme and business rates relief
- Frequency of Board/ Executive Committee meetings increased
- Salaries for Board and senior Executive committee members temporarily reduced



#### Notes:

1 RMI is Repair, Maintenance and Improvement.

2 Like-for-like sales growth excludes acquisitions and new branches opened in 2019/20, and is calculated by comparing average sales per trading day.

3 Group net debt – pre IFRS 16 is cash and cash equivalents less bank overdrafts and borrowings.



Moving forward  
together

### Managed return

- Phased re-opening from mid-May 2020, following government guidance and introduction of COVID-safe working practices
- Organisational structures and operating processes streamlined
- Working from home wherever possible
- Credit terms temporarily extended for selected customers

### Q3

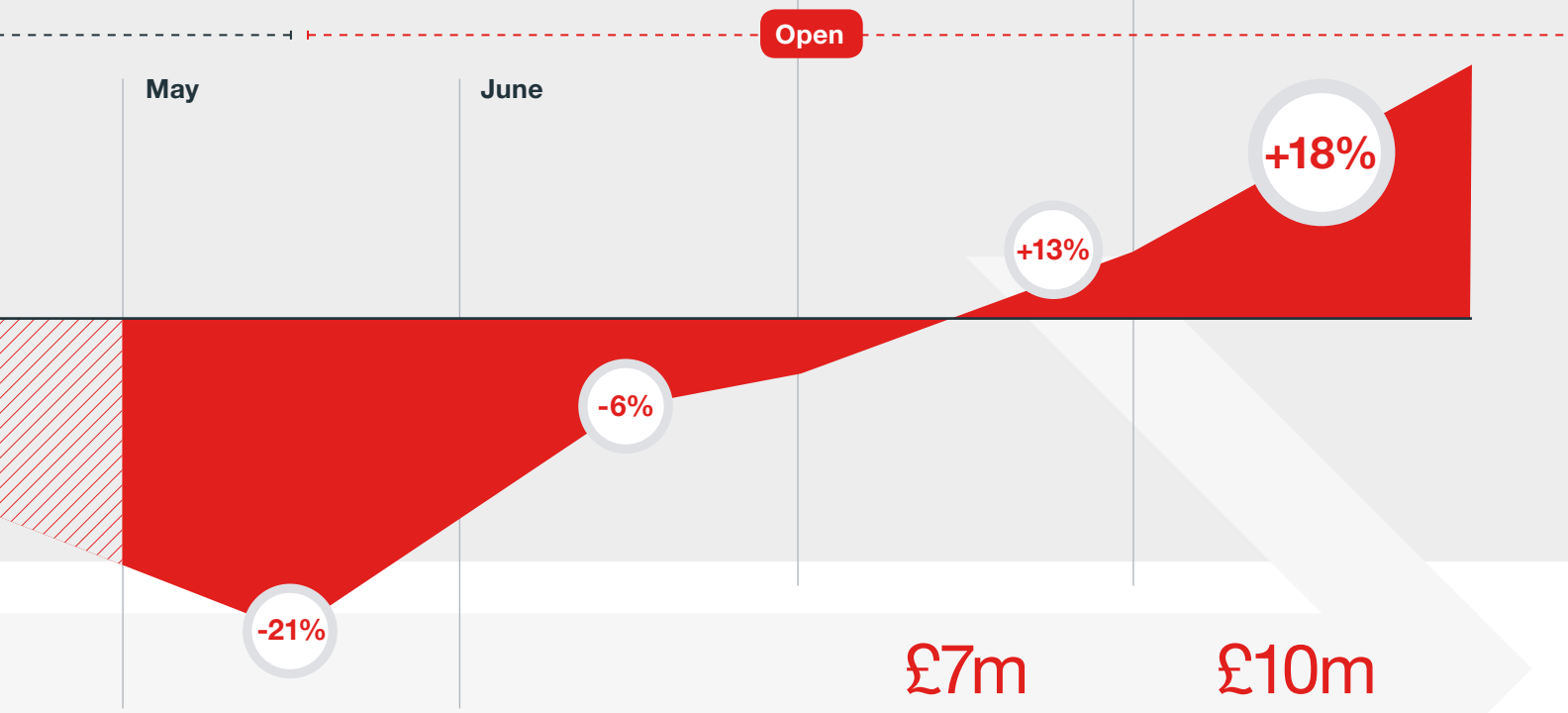
#### Strong recovery

- All sites open by July and all colleagues returned to work by early October
- Stronger RMI<sup>1</sup> market than anticipated post lockdown
- Products resonating with customers seeking to improve / extend their homes
- Improved operating efficiencies

### Q4

#### Continued growth

- In Building Plastics – strong sales across our range of own-manufactured products and traded goods, and excellent start for our new outdoor living range
- In Profiles – increasing demand from trade fabricators, who are substantially focused on the RMI market and increasing house building activity, supported by high levels of mortgage approvals
- Continued gains in market share
- Deferred VAT payments repaid and rental payments switched back to quarterly in advance (from monthly)
- All suppliers and landlords paid to terms



# Decisive actions TO SAFEGUARD THE BUSINESS AND OUR PEOPLE

As the coronavirus spread to the UK and case numbers began rising, we took decisive operational, health and safety and financial actions to safeguard the business and our stakeholders.



Screens introduced in welfare facilities, office and toolroom areas maintain protection where social distancing is difficult

In this section, we have focused on the operational impact on our workforce and the controls and management systems we introduced to minimise the risk of infection and protect our colleagues, customers and suppliers.

Financial actions are described in more detail in the Chief Executive Officer's Report and Chief Financial Officer's Report.

## Workforce impacts

In line with UK Government guidance issued towards the end of March, we closed our manufacturing plants, branch network, distribution and recycling operations.

During the early phase of the shutdown, the majority of our c.2,000 employees were furloughed, using the Government's Job Retention Scheme. A skeleton staff of around 100 employees was retained, to provide essential services and administration, perform important maintenance work and, importantly, to ready the sites and branch locations for re-opening.



This included the design and testing of a range of COVID protection measures. We assessed how COVID risks would impact operational activities in order to define standards for protection in line with UK Government and HSE guidance and developed plans for implementation. The approach adopted includes the measures shown here, as well as swift case/symptom reporting, response and post-case sanitisation.

In addition, working with our third party project partners, the fit-out of our new warehouse and head office continued through this period, whilst at all times ensuring the safety of the teams involved. A certain amount of planned recruitment also took place, with a number of new colleagues joining Eurocell during the shutdown period and shortly afterwards.

## A controlled re-start

Following updated guidance from the Government in mid-May, which allowed tradesmen to work in domestic dwellings so long as appropriate precautions are taken, we commenced a phased re-opening.

A phased approach allowed us to test the new controls with low numbers of employees on site. Pre-return protocols ensured we brought back our colleagues safely into the business. Employees returning were provided with video inductions, sharing key information before they set foot on the premises, followed by relevant training and personal protective equipment (PPE) where necessary.



This process was successful, bringing confidence that our upgraded COVID safety measures provide good protection and allow for the effective management of risks and suspected cases, as employee numbers increased through the return.



Simple screening aids separation from customers

## Manager checklist

### Returning an employee to work from Furlough

This document should be used when contacting employees returning to work from Furlough. Managers should allow a minimum period of 3 days notification when planning a return to work.

#### Section One

Name of Employee:		
Name of Manager:		
Department:		
Date:		
Date that the employee is expected to RTW:		
Are they fit to RTW? (if NO follow guidance in section 2)	Yes	No
Are they required to work from home?	Yes	No
Has the employee had or had symptoms of COVID-19 during the period of closedown which has been confirmed?	Yes	No
<b>If yes</b> When did you have the symptoms or, had COVID? Are you fully recovered?	Date Yes	No
Do you have any condition that would make you more vulnerable to return to work?	Yes (record in box below)	No
Advise employee that a letter will be sent to them confirming their return to work (tick)		
Record employees personal email address:		
Confirm the employee agrees to return to work:	Yes	No (record in box below)
Record reasons for none return to work:		



Walkways form part of one-ways systems to reduce interaction and proximity

## Our COVID-19 Response continued

### Protecting our colleagues

Creating COVID-safe conditions across the business involved defining standards for control and converting those standards into practical workplace measures and systems.

Every one of our locations and facilities implemented a combination of physical, procedural and PPE controls, backed-up by extensive information and communication programmes to ensure that our employees can work safely.

### Reverse parking

Reverse parking ensures maximum distancing as employees exit their vehicles.



### Facial and body temperature recognition

Facial and body temperature recognition clocking-in systems eliminate multiple touch points and measure temperature, with all records retained.



### Hand-washing and sanitising stations



Hand-washing and sanitising stations have been installed throughout the business.

### Temperature checks and health Q&A



Employees are temperature checked and answer health questions before entering our premises.

### Protection screening



Screens introduced in welfare facilities, office and toolroom areas maintain protection where social distancing is difficult.

## One-way systems and walkways



Walkways form part of one-way systems to reduce interaction and proximity.

## Signs and posters



Signs and posters form a key part of our communications and message reinforcement programmes.

## Protecting our customers

Maintaining a COVID-safe environment in our branch network posed different challenges. In addition to physical changes, such as one-way systems and screening, we pioneered a 'virtual queuing' system to manage customer flow, minimise physical interaction and reduce inconvenience for our customers.

## Virtual queuing, one-ways systems and screen protection for branches

Virtual queuing allows customers to reserve a place in the 'queue' and only enter the branch when it is safe to do so. One-way systems and screening provide further protection.



## Benefits from our COVID response

All our sites have been open since July. We continually monitor the effectiveness of and compliance with our COVID protection measures. Whenever necessary, they are updated in accordance with official guidance and emerging best practice.

We also recognise that our COVID-19 response has delivered several small, yet valuable benefits:

- Reverse parking offers safety benefits that will continue beyond the pandemic
- Focus on walkways, one-way systems and other workplace process streamlining has supported improved operational efficiencies
- The pandemic has driven customer traffic to our website, helping us to kickstart our digital journey
- Virtual queuing at branches offers benefits at busy times of the day
- The increased use of video conferencing has freed-up travel time that would be lost through a reliance on in-person meetings

## STOP AND WAIT



To protect everyone's safety, we have a limited number of customers allowed in our branch at any one time

## SAVE YOUR PLACE



Scan the QR code or text 'BISL' to +44 (0)7418 312000 and we'll save your space in the queue while you wait in your car or grab a coffee

## ENTER WHEN SAFE



We'll send you a text to let you know your space is next and it's safe to pop into your branch

THANK YOU FOR YOUR SUPPORT FROM EVERYONE AT **eurocell**  
All together better