

## Responsible Business continued

The incentive and reward framework for our sales force in our branches was revised in 2020, enabling a clearer line of sight between company targets and individual reward.

Also during the year, the Group's inaugural Save As You Earn (SAYE) scheme, launched in 2017, reached its maturity with gains made by all participants and increased share-ownership by our colleagues. We intend to continue to launch SAYE schemes on an annual basis.

The Eurxtras platform continues to operate as a communication tool and provide a range of savings and special offers to employees. Through the pandemic, and particularly whilst the business was closed during the UK's first lockdown, when a high number of our colleagues were furloughed, we took particular care to ensure employees were made well aware of everything they were entitled to.

### Learning and development

We are committed to continuously improving the availability and quality of training and development for employees at all levels across the Group.

During 2020, in light of the COVID restrictions, we stepped up the use of video and online training to ensure our compliance and induction training continued.

During the latter months of the year, our programme focused on training our warehouse colleagues in new manual handling equipment and new ways of working at the new site. Our external partners have been pivotal to this hands-on training rollout and we are very grateful for their support.

We continue to embed the use of our Learning Management System, particularly within the branches, using on-line tools to continue with compliance and product training at pace across the whole of the network, without the need for physical meetings.

### Diverse and inclusive culture

In line with our Company Values, we continue to enhance our policies, procedures and associated management training to further develop a culture of diversity and inclusiveness at Eurocell.

The recruitment platform and processes we introduced in 2020 ensure that our equality and diversity standards are transparent and this enables us to make decisions without bias or discrimination.

We provide specific support for specific groups and individuals throughout our business, including the provision of free English and Maths tuition for non-English speakers, access to improved Occupational Health support, mental wellbeing support and a free Employee Assistance Programme. We have stepped up our communication in a variety of methods this year to enable our people to access what they need in order to feel supported and included, whatever their background or needs.

Our objective is to make Eurocell an employer of choice across the UK. We have actively embedded our values and behavioural standards into the new PDR process described above. We are now planning the rollout of a new and complementary talent development review process, a new leadership development

programme and a consistent corporate induction programme for 2021. We aim to ensure that all our employees feel included in our successes and reach their potential, whatever their current capabilities or background.

We recognise the benefits of encouraging diversity across the business and believe that this will contribute to our continued success. All appointments are made based on merit and are measured against specific objective criteria, including the skills and experience needed for the position. We remain committed to increasing the participation of women throughout the Group while recognising we operate in a historically male-dominated industry.

Gender analysis	Male no.	%	Female no.	%	Total average no.
Directors	5	83%	1	17%	6
Executive Committee	5	100%	–	–	5
Other senior management	30	71%	12	29%	42
<b>Senior management</b>	<b>40</b>	<b>75%</b>	<b>13</b>	<b>25%</b>	<b>53</b>
Other employees	1,657	88%	235	12%	1,892
<b>Total</b>	<b>1,697</b>	<b>87%</b>	<b>248</b>	<b>13%</b>	<b>1,945</b>

### New policies and procedures

The health and wellbeing of our colleagues is of the upmost importance to us. We have continued to review and develop our company policies and procedures in this area to reflect our evolving business and the environment in which we operate. These revised policies provide our people with the help, support and guidance on all employee related issues. For example, during 2020 we have significantly increased our occupational health provision. We also introduced an improved 'Managing Absence' policy to support our health and wellbeing plans.

### Health and safety

We employ over 2,000 people and the safety and the well-being of these employees and our contractors is our first operational priority.

	2020	2019
Injury frequency rate <sup>1</sup>	3.6	4.8
Lost time injury frequency rate <sup>2</sup>	0.7	0.9

<sup>1</sup> Injuries per 100,000 hours worked.

<sup>2</sup> Lost time accidents per 100,000 hours worked.

Our health and safety performance continues to benchmark well with industry standards.

The generally positive trend in incident-related performance, established through 2018 and 2019, continued through 2020 with significant reductions in both of our two primary incident rate measures.

Lost Time Injury Frequency Rate (LTIFR) decreased by 22% to 0.7 lost time incidents per 100,000 hours worked, while Injury Frequency Rate for all incidents fell by 25% to 3.6 injuries per 100,000 hours worked although the number of RIDDOR-reportable injuries rose slightly to a total of 19 across the Group (2019: 17), all of which were classified as minor.