



VALUING OUR PEOPLE CONTINUED

Wellbeing

We carried out another staff 'Pulse' survey in 2022, following its initial launch in 2021, to provide colleagues with the opportunity to tell us how they feel.

KPI	2022	2021	Change
Response rate	69%	60%	9%
Employee satisfaction	77%	68%	9%



Encouragingly, both the response rate and, more importantly, the Employee satisfaction rate saw an overall increase and the results of the survey have been used to signpost our people strategy along with building action plans based on the detailed colleague feedback.

In addition, colleague focus groups with the designated Non-executive Director, Alison Littlely, have now started to ensure workforce views are heard by the Board. These sessions have received a very positive response.

We have continued to support hybrid and other flexible working practices where appropriate. The ability for some employees to work from home, coupled with some flexibility in working hour patterns, has provided the business with enhanced coverage through the working day and helped a large number of colleagues strike an improved work-life balance.

In recognition of the economic pressures our employees may be experiencing, we are continuing to provide tips for staying resilient and healthy through our Eurxtras platform. This includes information about getting professional advice through the Employee Assistance Programme ('EAP'), the Samaritans, Shout and Mind UK.

Furthermore, we have introduced an enhanced occupational health provision, which provides additional support to employees experiencing mental health issues, trauma and bereavement. We also plan to further improve our occupational health provision in 2023, with more targeted health surveillance, along with the introduction of a healthcare cash plan for all employees.

Diversity and inclusivity

We recognise the benefits of encouraging diversity and inclusivity across the business and believe that this will contribute to our continued success.

In keeping with our commitment to equal opportunity and, irrespective of any disability, we treat all employees and job applicants equally, without bias or discrimination and our recruitment policy ensures that full and fair consideration is given to all applicants based purely on their aptitude. All appointments are made based on merit and are measured against specific objective criteria, including the skills and experience needed for the position.

We continue to promote flexible solutions tailored to, and supportive of, individual needs. Our internal processes support all employees who may require help and support, including employees who are disabled/ become disabled during their employment, to fulfil their day-to-day work activities through our occupational health provision. 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 mental wellbeing support and a free employee assistance programme.

Whilst we operate in a historically male-dominated industry, we are very committed to increasing the participation of women throughout the Group. Our target is to deliver year on year increases in the proportion of female employees in the Group. This was achieved in 2022, with female employees increasing to 15% (2021: 14%).

Following implementation of the new HR information system, we are hoping to be able to also report on ethnicity data from 2023 onwards. However, we acknowledge that our people have no legal obligation to provide this information and therefore this data may be limited to certain employees.

2022 Gender analysis*	Male		Female		Total average no.
	no.	%	no.	%	
Directors	6	75%	2	25%	8
Executive Committee	5	83%	1	17%	6
Other senior management	27	69%	12	31%	39
Senior management	38	72%	15	28%	53
Other employees	1,868	85%	329	15%	2,197
Total	1,906	85%	344	15%	2,250

* 2022 excludes Security Hardware as the business was sold on 2 December 2022. The comparative period includes Security Hardware.