

Praxis & Maxeda Netherlands

Social Highlights 2016



Introduction

Preface

In 2016 a lot of things changed. But one thing remained the same: the tremendous enthusiasm with which we helped our customers, our Makers. That's what our company is all about. So first and foremost we want to give a big thank you to all our employees!

In 2016 our new CEO Guy Colleau took over and gave our strategy a new impetus. The do-it-yourself market is becoming increasingly competitive, and this is particularly the case in the Netherlands with the entrance of major German companies, online players, supermarkets and other retailers who are focusing more and more on offering do-it-yourself product ranges. Within the Maxeda DIY Group, we need to focus, make the right choices and work more efficiently in order to become even better at what we do best: helping our customers by giving them the best advice and good service. We help them to buy what they need to successfully accomplish their full home improvement job.

“Happy and vital people who take pleasure in their work”

Our organisation depends on its people. They're the key to our success. Happy and vital people who take pleasure in their work and are determined to help us remain Benelux's number 1 do-it-yourself retailer. In 2017 we strengthened our vision by making a sizeable increase in the range of training courses offered to our staff. We're proud of this achievement and we look forward to working together in an Open, Active and Positive way with all our people towards a bright future!

Melithsa Demmers
HR Director Praxis

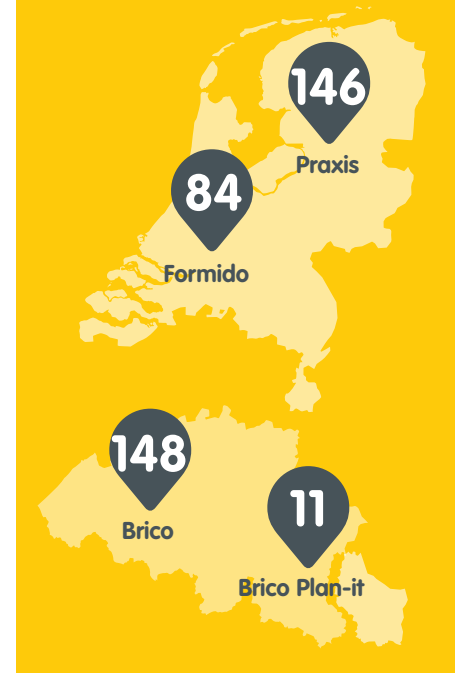
Corine Duchenne
Group HR Director Maxeda DIY Group



Who we are and what we stand for

The largest DIY retail chain in the Benelux

Maxeda DIY Group is the biggest do-it-yourself retail chain in the Benelux, with Praxis and Formido in the Netherlands and Brico and Plan-It in Belgium and Luxembourg. These companies have 389 stores, stores owned by ourselves and franchisee store. Maxeda DIY Group has more than 7,000 employees, roughly 60% of them based in the Netherlands. In total, the group occupies more than 1 million square metres of floorspace serving over 1.5 million customers every week in our stores and on the internet.



Who we are and what we stand for

With 148 stores, Brico is Belgium's biggest do-it-yourself retail chain. In Belgium, Plan-it is the Big Box Multispecialist retail chain with 11 megastores. In the Netherlands, Praxis is one of the biggest and most well-known do-it-yourself chains, with 149 stores, including the Praxis Mid Box, Praxis Megastore, Praxis Megastore & Tuin, Praxis Tuincentrum and Praxis om de Hoek. Formido is a local Dutch retail chain with 84 stores, 64 of them under franchise. This edition of Social Highlights will mainly present our activities in the Netherlands.



Privacy

We respect the privacy of our customers and our employees and protect their personal data. Within the context of our commercial transactions, we inevitably collect information about customers, suppliers, competitors and others. We treat this information confidential and are committed to using this information only where it is acceptable in the light of Maxeda DIY Group's corporate objectives and subject to the regulations in force.

Integrity

Our company must be reliable. Given the important social function of Maxeda DIY Group, it's absolutely essential that all our employees comply with the laws and regulations of the countries in which we operate and that we meet the norms and standards that apply within Maxeda DIY Group, as described in our Code of Conduct. 'Our integrity must be beyond doubt.' We therefore expect our employees to act with integrity and honesty in their work with other employees and in their relations with third parties. We also expect integrity and reliability from our business partners, such as suppliers and representatives.

Complying with our Code of Conduct

Maxeda DIY Group is determined to continue to develop and grow as a company by investing in our organisation and in our people and by working together as a team in an Open, Active and Positive corporate culture. And by people we mean ourselves, our customers and our colleagues. In this regard, we must show that we respect their opinions and encourage them to take the initiative and be ambitious. Within Maxeda DIY Group generally and in each of our subsidiaries in particular, we work according to a strict Code of Conduct. The Code sets the standards for the way we work together to develop and deliver products, how we defend and uphold the values of our group and how we work with our colleagues, our customers, our suppliers and others. The Code of Conduct describes precisely what Maxeda DIY Group stands for. For the latest version, [see link](#).



Our vision: what makes us special

Our corporate vision is: anybody can be a *maker*. When people make something, it gives them a feeling of deep satisfaction. We want everyone in the Benelux to get that feeling. We're convinced that everybody can be creative; all it takes is finding ways to unleash that unique creativity. The companies in our group have something in common: our determination to help our customers. It is in this spirit that we have launched the *For the Makers proposition* for Praxis and Brico.

Who we are and what we stand for

Our culture values: Open, Active and Positive

Open, Active and Positive are the key culture values of our organisation. They apply to all the employees in our company. And we encourage our employees to be Open, Active and Positive in their interaction with customers and with each other. We're convinced that by being open, active and positive in this way, we will enjoy working together even more and achieve even better results!



In 2015 Maxeda launched the corporate culture project Open, Active and Positive in our head office and in all our stores. In practical terms, these values translate into the ways we interact with each other and with our customers. The stores received an Infographic and an animated film that gets the message across in an appealing way. We're convinced that our key culture values must be intimately linked to and consistent with all the existing HR instruments, including recruitment profiles for jobs, the induction program for new employees, the performance appraisals and the training programs. Also, the Leadership program "Voor de leiders" plays an important role in implementing our cultural values on the shop floor. We look forward to implementing these programs and monitoring the results in 2017 and beyond!

WIJ VOOR DE MAKERS

In de hele winkel staan we klaar voor onze klanten. Met deze tips zie je hoe je dat op een open, actieve en positieve manier doet!

Warm welkom: Begroet elke maker hartelijk. Dan voelt hij zich welkom en gewaardeerd.

Wat ga je maken?

Hoe ga je het aanpakken?

Wees nieuwsgierig: Toon oprechte interesse voor de klant en vraag door over de hele klus. Dan kun je niet alleen helpen met alleen wat hout of tape, maar met alles!

Klusexperts: Check wat de klant al weet en waar je hem extra bij kunt helpen. Dus denk mee en deel jouw expertise!

Oplossingen: Denk in mogelijkheden voor de klant. Online bestellen of bezorgen? Bij een ander filiaal checken of iets daar op voorraad is? Even meelopen naar de auto? Maak de klant blij.

De klant op 1! Een commerciële winkel is natuurlijk de basis, maar persoonlijk contact met de klant gaat altijd voor!

Samen weten we meer: Iedere collega heeft een eigen expertise, dus help elkaar met specifieke vragen van een klant.

Teamwerk: Help elkaar en informeer elkaar over wat er speelt, zodat we er optimaal zijn voor de klant.

Plezier! Wens de maker tot slot veel succes en plezier toe met het uitvoeren van de klus, zodat hij de volgende keer als bijle klant terug komt.

Online. Ook online op praxis.nl zijn we er voor de makers, met extra assortiment, services en advies.



A growing organisation

Adapting our organisation to the market in 2016



The retail market has changed considerably over the past years. In this context, to be genuinely competitive we believe we must once again focus on our core business: do-it-yourself. After all, that's what we do best, and what we want to do even better by improving our customer propositions. We aim to achieve this by investing more in our stores, our store staff and our IT systems. Also, we must take the necessary measures to make our organisation more efficient in order to

customer services and to cut back on some of the product groups that are not part of our core business.

Unfortunately, this reorganisation has resulted in 35 job losses in the Netherlands and 9 redundancies in Belgium. These are tough decisions, but as a company we gave our employees maximum support to cope with their changed situation and to find a new job. The main focus of the new organisation at store level is on do-it-yourself: back to the core

"The new organisation - focusing on do-it-yourself at store level"

save expenses and make our organisation simpler, among other things, by outsourcing our non-core processes. This offers two distinct advantages: firstly, it offers new possibilities for investments and, secondly, it creates the type of cost structure needed for a healthy growth in the future. To achieve this, we have decided to merge the Assortment and Supply Chain departments, to outsource some of the work of preparing our folders and our

business, back to what we do best, less complex and with much more focus on stores and training. This is all part of our drive to offer our customers (our *makers*) the best products and services. To this end, we must invest in the future and adapt our organisation to give space to segments that guarantee stable growth.

The Works Council: An inspiring 2016

This year we discussed many topics within the Dutch Works Council, one of the items concerned store closures, in which we could offer all our employees a guarantee of a job. We also discussed less pressing matters such as late-night opening meals, the number of hours to be worked, Store Home Delivery and various pilot projects. Of course, certain focus points are part of an ongoing process. The new strategy was presented during the year, and one aspect came across clearly: the focus mainly on the stores themselves and on do-it-yourself. The Works Council welcomed the announcement that the 'For the Makers' program would remain our focus along with the cultural values we have defined ("Open, Active and Positive"). We're confident that this is the right way forward for the long-term.

In addition to the current topics, in December we received a request for advice concerning the proposed reorganisation of the head office. In itself, this is not surprising, because we were expecting a follow-up after the introduction of the Benelux buying organisation in 2015 and the recruitment freeze in the summer of 2016. The scope of these changes and the fact that this also affected two members of the Works Council made it a difficult and complex process. The decisions we made were actually implemented in January 2017, but it was in December that the Works Council was very busy preparing their advice. It was also in December that the request was made to convert a Formido store into a Praxis store. All in all it was a tremendously exciting and busy year, but at the end of the day that's what makes this work so incredibly motivating.

Annemiek Stel

Chairman of the Works Council
(The Netherlands)

Some of the Praxis initiatives we're proud of

The Leadership program

In December, we launched an ambitious Leadership program for all Praxis store managers. Within the context of the Leadership program "Voor de leiders", each participant followed his/her own individual learning path. The program began with a baseline measurement of each store manager's strengths and development needs. The program includes classroom work, online learning and individual coaching. As a result, the actual program can be tailored to the needs of each individual trainee. One of the special features of this program is that it never really ends. After all, leadership development is a continuous process, and Praxis aims to offer its leaders permanent support. The program was launched simultaneously in Belgium for the store managers of Brico and Plan-it, with the possibility of local initiatives.



Vocational training (mbo)

Praxis has been offering internal vocational training courses since 2003. Already more than 1000 employees have been awarded *mbo2*, *mbo3* or *mbo4* training certificates following completion of the Praxis company-based courses. We in fact awarded 67 training certificates in 2016. We're proud of all the ambitious employees who enrolled and made the grade in this tough training course in addition to doing their everyday job. We're also very proud of their trainers, the many store managers and department managers who took the time to train and coach these trainees.

"In 2016 we awarded 67 training certificates!"



The Recruitment and Selection Toolkit

In 2016 we developed the Recruitment and Selection Toolkit for Praxis that includes a series of tools that store managers can use to recruit and select the best new employees - a real do-it-yourself approach. And it works, because unwanted staff turnover during the trial period has been significantly reduced since the toolkit was introduced.

Things we're proud of: career and talent development



From shelf stacker to Operations Manager

Ambition and self-development are key to understanding Dennis van de Bijl's 21-year career path within Praxis. As soon as he reached a certain level of proficiency in one job, he showed real courage and the determination to up his game and move to the next stage of his career development path, whether it be a training course or the possibility of promotion. By making it clear to his hierarchical superiors that he was ambitious, Dennis repeatedly managed to successfully take a step forward: "It wasn't always easy. In fact, there were times when I felt discouraged, for example when someone else got the job I had applied for". However, to plagiarise the well-known saying, when the going gets tough, Dennis gets going.

"In 2017 Dennis took his chance to be in a management role!"

As a result, somebody who started out as a shelf stacker in Zaandam pulled himself up by the bootstraps, successfully applied for various management roles in the store, served on the Works Council, completed the higher education course in Retail Management and went on to become Operations Manager in the Service Department in Amsterdam. Is that the end of the story? Certainly not. In fact, during the vacations or when the boss is absent, Dennis takes over at the helm, giving him a taste for his future role as department manager.



From a holiday job to District Manager

Irma Finke, District Manager at Praxis, has had a truly inspiring career. What for Irma started out as a holiday job within 10 years led to her being the store manager. She explains: "I had many opportunities for self-development and I followed training courses, underwent assessments and attended workshops. In other words, I focused on my career development". Having appreciated the opportunities she was given, she now helps employees as District Manager. She adds: "If you want a career with us, don't hesitate to let your boss know. And don't be put off: take the initiative. It's always good, for example, to do a jobscan and be conscious of your own learning challenges. It's all part of personal development." Finally, a piece of advice: "keep on gaining experience, making a lot of kilometers and most importantly; enjoy the journey!"

Health & safety

The Amsterdam Zuidoost Praxis Megastore member of 'Club of 1000' of 'Emma at Work'

Praxis Amsterdam Zuidoost is member of the 'Club of 1000'. As the name suggests, this club includes 1,000 entrepreneurs and businesses. Every year they donate 1,000 euros per organisation to 'Emma at Work', an organisation that works to find paid employment for young people who suffer from a chronic illness or disability. As a result of this initiative, two enthusiastic and motivated young people came to work for Praxis Amsterdam Zuidoost.



Praxis Noordwijk and its model program for the BORIS project

The BORIS project is a training course that prepares young people for certain jobs. Of course, this is not by any means easy for young people who come from special education schools or technical colleges. The Boris project was specially designed for them. It's an individual training course in which companies play an important role. Praxis is one of those companies, and our franchise in Noordwijk has been selected as a model program, as you will see in this video. [Click here.](#)



Social Highlights 2016

NL

Vitality & safety

Wellness and vitality

Our aim is to make sure our employees stay healthy and dynamic for as long as possible. By promoting positive thinking and vitality among our workforce, helping them cope with the many challenges thrown up by the ever-changing modern world. This is of course a shared responsibility. We create the necessary conditions and make things happen for our staff. And we for our part expect them to actively cooperate and to make the most of these opportunities. Sustainable employability is all about enjoying your work and thinking positively.



In 2016 we developed our vision of a healthy and dynamic organisation based on 12 basic concepts, including wellness as a value in itself, self-management by employees and continuous dialogue. All our store managers are committed to implementing this vision. A workshop was organised in which they were encouraged to focus on wellness and vitality while asking themselves the question: "How dynamic is my store?" And they spent time brainstorming to identify the type of environment, activities and procedures that could be created in the store to make the work more enjoyable and encourage the employees to be more dynamic. The motto? 'Keep it simple'.



Vitality & safety

Occupational health and safety

In cooperation with Praxis' Health and Safety Committee, a health and safety catalogue is currently being put together entitled "Veilig werken binnen Praxis" ("Safety at Praxis"). This initiative was taken based on advice that we received following a labour inspection in 2015. There is in fact no actual health and safety catalogue for the do-it-yourself sector. In spite of this, for several years Praxis has been using a Risk Inventory and Evaluation (RI&E) that was specifically developed for Praxis, the "Inspection Plus Package" (IPP). The IPP includes 4 different modules.



As part of this process, we decided that each store manager should complete a module with its team of employees every 3 months. Occupational health and safety is an issue that is an integral part of the work we do. Based on a central inventory, the supervisor responsible for Working Conditions and Working Environment proposes an action plan for the individual stores along with inter-store initiatives. In particular, the inter-store initiatives are discussed within the Occupational Health and Safety Committee and an action plan is drawn up. The store-based initiatives are monitored by the District Managers and the Human Resources Business Partners.

"Safety at Praxis"



The collective labour agreement & working conditions

Working conditions

In 2015, Praxis, in consultation with the Works Council and trade unions, decided to terminate the two company collective labour agreements and to adopt the collective labour agreement for the do-it-yourself sector. This decision came into force in 2016, and on 1 January 2016 Praxis

signed up for the specific agreement that covers the whole sector. However, for certain matters such as wages, salary scales and the employment contract system, Praxis will continue to adhere to the working conditions of the two company collective labour agreements.



Facts* & Figures 2016

Male/Female ratio



52,16% 47,84%

Absence due to illness

Percentages of absence due to illness

4,65%

Maxeda NL stores

4,56%

Maxeda NL head offices

Average duration of absenteeism due to illness (in days)

16,41

Maxeda NL stores

27,96

Maxeda NL head offices

Frequency per year

1,15

Maxeda NL stores

0,73

Maxeda NL head offices

Number of employees

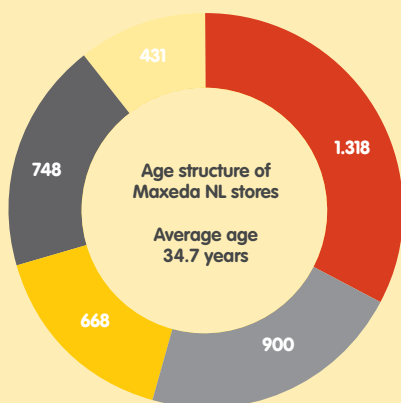
Maxeda NL stores Praxis stores and Formido stores

2.686

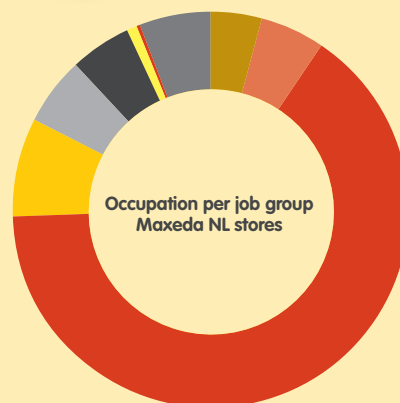
indefinite contact

1.380

fixed-term contact



<23 yrs 23-34 35-44 45-54 >=55



A 4,2% B 5,4% C 65,1% D 7,8% E 0,2% F 5,6% G 4,9% H 0,7% I 0,5% HP 5,6%

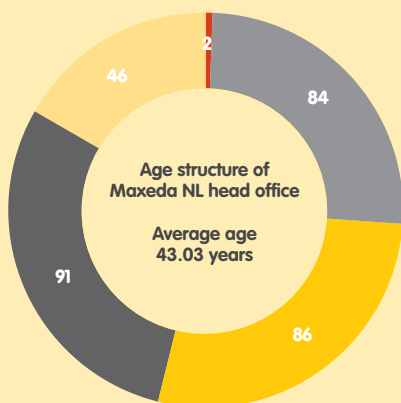
Maxeda NL head offices Maxeda/Praxis and Formido

265

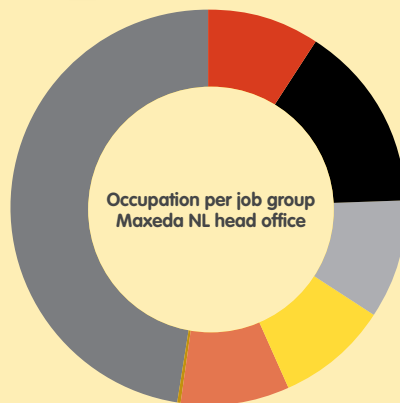
indefinite contact

44

fixed-term contact



<23 yrs 23-34 35-44 45-54 >=55

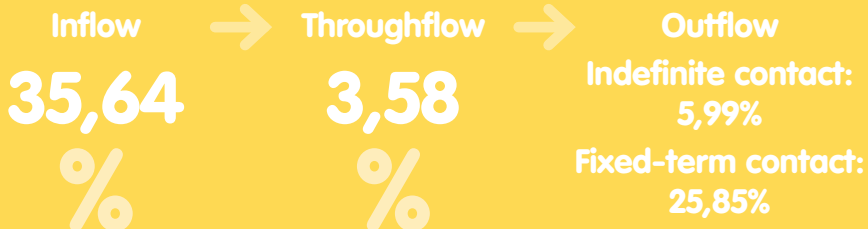


E 9,4% F 15,1% G 9,9% H 9,0% I 8,9% i 0,3% HP 47,4%

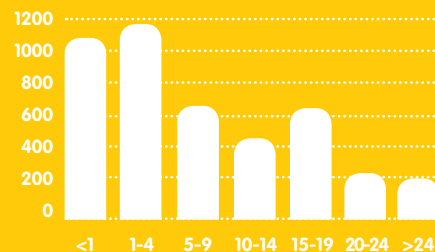
*1-2-2016 to 31-01-2017

Facts* & Figures 2016

Inflow, throughflow and outflow (total workforce)



Years of service



Training courses

Vocational training

370
enrolments

1 enrolment gives access to 13 modules



1.639
examinations taken

Safety training



Safety at work

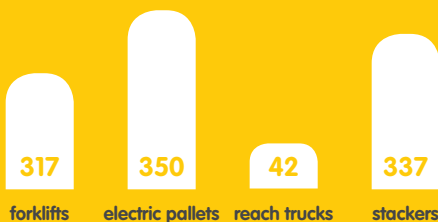
513
participants

Robbery & assault

194
participants

Internal transport

1.046
participants



Special seniority years

12,5 years **70** people

25 years **60** people

40 years **4** people

Vocational training (mbo)

Total number of certificates awarded

1.115 In 2016, 69 employees successfully completed a vocational training course

Practical training courses



5 training courses with

67
participants

*1-2-2016 to 31-01-2017