



Colleagues

Our approach to human capital management and culture

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Our People & Culture plan



**Balanced
operating
model**



- ✓ Empowered banners
- ✓ Powered by Group scale & expertise



**Agile, inclusive
culture, led
by trust**



- ✓ Outperforming target of top quartile eNPS
- ✓ Strong, aligned leadership team



**Capabilities
to fuel
growth**



- ✓ Deep expertise deployed to priority areas
- ✓ Investment in 'skills for life'



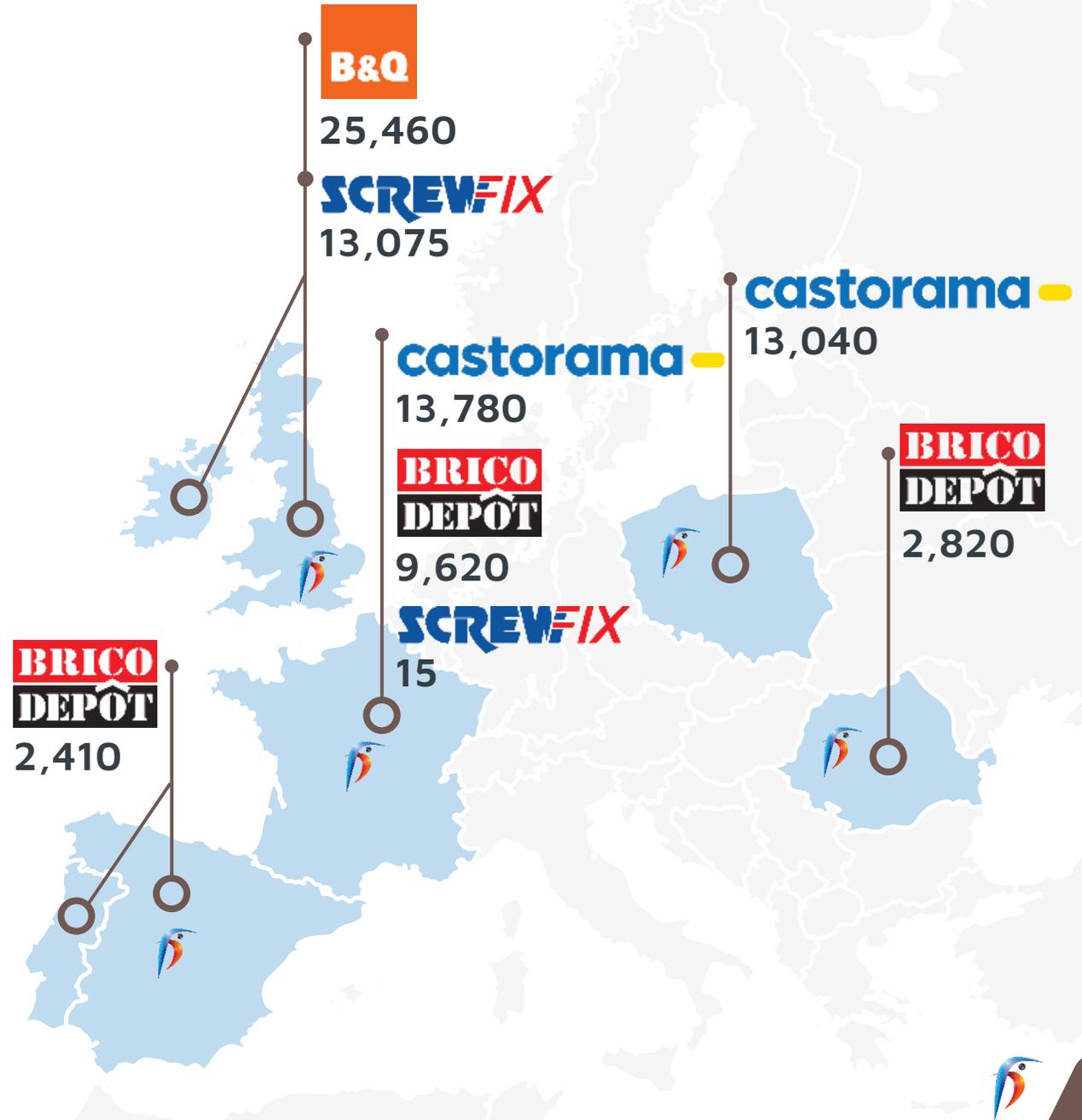
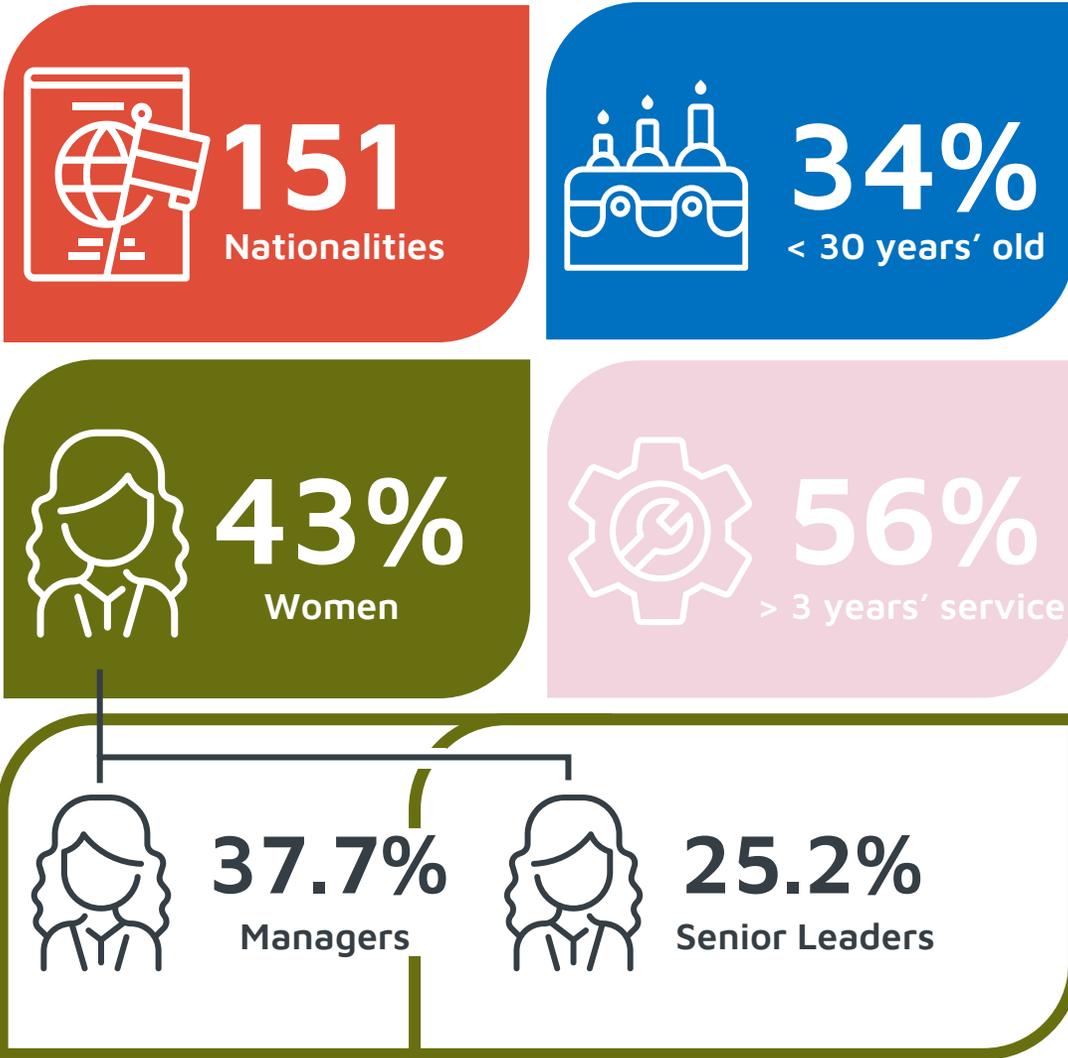
**Diverse
leaders who
inspire growth**



- ✓ Clear plan to improve representation
- ✓ Pipeline matched to future ambition



A snapshot of our people



Balanced operating model



Commercial Model

Improved local ranges, supplier relationships & agility

Flexibility to trade against local context & competitors

OEB 45% of Group sales; portfolio of 32 new & redeveloped brands



Technology Function

Creation of banner Technology teams

Adoption of Agile Digital Product Model

Investment in capability – engineering, data, cyber



Centres of Excellence

Supply Chain, Store Concepts, Data, E-commerce, Marketplace

Set ambition & targets; share best practices



Agile, inclusive culture, led by trust



Colleague NPS
(eNPS)

Likely to recommend as
a place to work

8.3
out of 10

Satisfied to
work here

Strong foundations for
colleague communications,
listening & feedback



Agile, inclusive culture, led by trust



Be customer focused

Be human

Be curious

Be agile

Be inclusive

Be accountable

Colleague rating

8.7

9.1

8.2

8.6

9.1

Work contributes to positive customer outcomes

Top 5% Retailers

My manager cares about me as a person

Top 5% Retailers

Encouraged to find simpler & better ways to get things done

People valued for who they are

Top 25% Retailers

Goal clarity

Top 5% Retailers



A compelling proposition for our colleagues



Investment in store colleagues

Competitive benchmark vs local retail market, securing colleague retention

Generous benefits, including award-winning pension

1+1 share ownership plan (75% participants store-based)

Managers' pay aligned to performance

Store manager bonus: 15-30% of total reward

Senior leadership: >40% reward related to short & long term results

New Performance Share Plan (PSP) launched

Increased support for wellness

Priority through COVID; embedding into core practices & policies

Partnerships – Retail Trust, Alterhego

Head Offices developing into hybrid workplaces

8.1 colleague satisfaction



Investing in capabilities to fuel growth



Leadership Team

Rotated c.30% since 2019, strengthening pool
Highly engaged – eNPS: 73



Depth of specialist expertise

In key growth areas - e-commerce, technology (engineering, data, cyber), marketplace, OEB
Evolution of retail capabilities (e.g. design, services)



Future Pipeline

3,890 apprentices (+>50% vs FY 20/21)
3.95m learning hours since 2019



Skills for Life

New digital learning platforms (>27k learning modules in the UK)
8.3 colleague satisfaction



Diverse leaders and an inclusive culture



Creating a platform to power and support locally targeted Banner plans



Diverse leaders



Senior Leadership

Our senior leadership team are role models for inclusion & diversity

Representation and authentic sponsors of culture change

Gender representation targets (35% senior leadership & 40% management by 2025); integrated into incentives

Inclusive leadership immersion: >3,000 hours learning

Recruitment practices updated – 50/50 shortlists for all external appointments

Focused investment to build pipeline – e.g. France hi-po leaders programme

UK census in H2 2022 to expand insights & enable target-setting beyond gender



Inclusive culture



A Culture of Inclusion

Our culture supports everyone to thrive and succeed

Deep understanding of diverse groups to enhance the 'lived experience'

Creation of 16 Affinity Networks

Focus on listening, research & insights; leveraging networks & reverse mentoring

Education (online learning >30k colleagues), extensive programme of communications

Review of core enabling policies

Creation of I&D Forum to share best practices, chaired by Screwfix CEO

