



We are proud of our Capable and Committed colleagues

Our colleagues are our greatest advantage and are critical and central to the success of our business strategy and the realisation of our Vision. We prioritise their safety and wellbeing.

We work hard to make our colleagues feel safe.

Since the onset of the Covid-19 pandemic the H&S team have been directly involved in nearly every part of the business, providing cross-functional support to help keep it operating, minimising disruption for the business and creating Covid-19 safe environments for our colleagues and customers. This work has continued as we carefully assessed and implemented a phased and gradual easing of internal COVID restrictions as part of our return to business as usual.

The commitment to meet our obligations for health, safety and welfare is set out in the company's Health and Safety Policy, which was last reviewed and approved by our Group Chief Executive in October 2021.

Our H&S Management System continues to be developed to ensure we manage significant risks to colleagues, contractors, customers and visitors to our locations. Regular internal inspections and audits across our retail stores, supply chain, contact centre and corporate offices are undertaken to verify compliance with these standards.

H&S objectives have been set for our most senior managers and incorporated into their annual performance targets and have been cascaded down throughout the management structure to ensure broader colleague engagement with our wider H&S agenda.

In the UK and Ireland we continue to focus on colleague training, including:

- An e-learning based H&S Induction – refreshed on an annual basis.
- Display screen equipment ('DSE') training and work-station assessments – colleagues are requested to complete these, whether working from home or in their usual place of work and appropriate DSE-related equipment is provided to facilitate better work station set up.
- Driving assessments for new employees and agency drivers with regular refreshers, as well as reactive and targeted assessments for anyone involved in a road traffic accident.
- Face to face training on topics including first aid, fire marshalling and material handling equipment, as well as refresher training to maintain core competency in these areas. Accidents reportable under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations ('RIDDOR') have decreased by 41% v 2020/21. (A total of 35 in 2021/22 v 59 in 2020/21)

Renewed focus on manual handling accidents has taken place to identify root causes and this presented opportunities to significantly reduce level of injury and RIDDOR numbers through 2021/22. State-of-the-art training facilities were opened in September 2021 at 3 sites providing opportunities for colleagues to practice handling products in a variety of simulated real-world scenarios including van tail-lifts, stairs, doorways and mock-up kitchens. Furthermore, safety briefings and live demonstrations of the safest way of loading/unloading tall products from delivery vehicles recently took place to over 2200 Delivery and Installation colleagues to target accidents in this category.

Our Road Safety record for 2021/22 has continued to improve and we are now tracking in excess of 20% reduction year on year across all our measures. This includes accident numbers and accident rate as well as repair costs for both own vehicles and 3rd party vehicles. We have recruited additional driver assessors, launched a trial on new accident reporting and investigation procedures and we have also completed a full set of driver risk profiles for our commercial vehicle drivers as part of a risk-based approach. This allows us to identify the higher risk drivers and spend more time with them on assessments. We also commenced the delivery of 299 new vehicles, all fitted with the full suite of cameras and telematics and a driver in-cab safety alert system. When this fleet is fully delivered and our older vehicles replaced, our entire commercial fleet will all have the same full set of safety features.