

Case study: Protecting our colleagues & businesses during the pandemic

Despite major disruption from the COVID-19 crisis, we have delivered growth in revenue, profit and cash in 2020. This is thanks to immense collaboration from all our colleagues to protect our business.

We are particularly proud of the way our people worked together to ensure we could continue to serve our customers throughout the pandemic, including sharing information about how to establish essential service status quickly, and learning how to most effectively navigate the crisis.

The collective sacrifices of our people enabled us to protect our financial stability. Temporary pay waivers put in place in Q2 for 5,080 of our managers expired at the end of June and by 30 September, virtually all colleagues had returned to work. In return, we have taken action to protect our colleagues, implementing the financial measures described above and protecting those (primarily in Africa and Asia) who did not have access to government or state support by setting up a Colleague Support Fund.

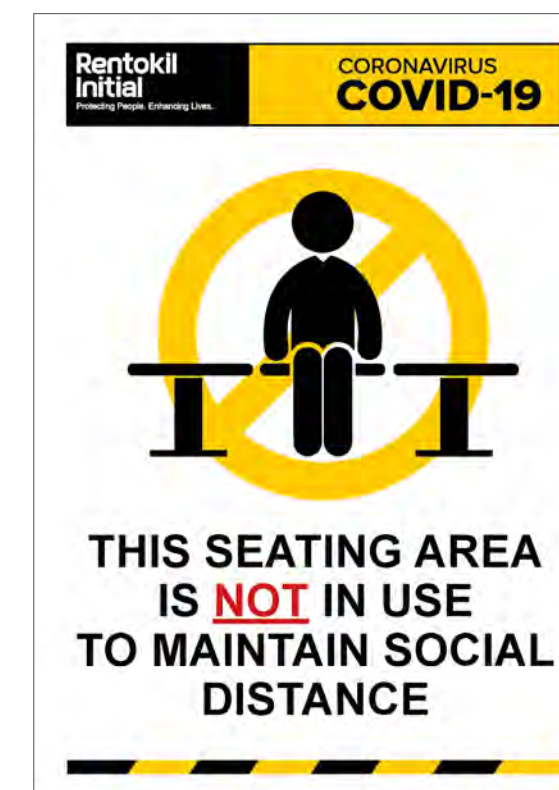
Donations included personal contributions from Non-Executive Directors and senior management, including our CEO, who donated the remaining 65% of his Q2 salary (after his earlier 35% pay waiver) into the fund.

While the financial performance against the original full year annual bonus targets for revenue, profit and cash were all met and would have resulted in a bonus pay out above threshold for the CEO of £729,982, given the impact of the COVID-19 crisis on colleagues, customers and shareholders, and in agreement with the Board, the CEO proposed that he receive no annual bonus for 2020. Similarly, the CFO also volunteered to receive no bonus in relation to the period since his appointment.

For the 8,500 colleagues working from home, the Company operated a 'click and collect' system so that the correct IT, desk seating etc could be taken from the office and used at home. Ahead of the reopening of our offices the Company undertook thorough risk assessments.

Despite the widespread use of PPE and new operating procedures, we also achieved another record safety performance in 2020, with a 26% improvement in Lost Time Accidents and a 23% improvement in Working Days Lost from the already world-class levels of the previous year.

Through this period of uncertainty, our colleagues were at the forefront of our communications and they were kept fully informed on the decisions we made. This also included engaging with our works councils and representatives from Europe and parts of Asia (representing almost 14,000 colleagues or c.30% of total headcount).



Recommended hand hygiene steps to prevent the spread of viruses

Scientists around the world are currently looking into transmissibility and severity of Coronavirus (COVID-19), but until more is understood, there are hand hygiene behaviours that we can and should adopt that are proven to be effective against the spread of viruses. Follow these simple steps:

