

Responsible Business (continued)

OUR PEOPLE

Devro is an international business, with five main production sites across four continents. During 2020, we employed 1,947 people, on average, around the world (2019: 2,019). As at 31 December 2020 the Group employed 1,922 people (2019: 1,970). There were no large-scale redundancies or significant job cuts affecting more than 1,000 employees or more than 5% of the total workforce during 2020 or in either of the previous two fiscal years.

EMPLOYEE ENGAGEMENT

The Group places considerable value on the active involvement of its employees on matters affecting them locally and on matters that affect the Group. This is achieved through visible and regular communications, both formal and informal, from their own local management and that of visiting executives and senior managers. It is common practice to bring together multi-cultural teams to work on strategically important projects. This has many benefits, not least of which is creating a more unified and consistent business culture. Employee representatives are consulted regularly on a wide range of matters affecting their current and future interests.

This year saw the continuation of our annual global Employee Engagement and Experience survey, 'TellDev!', with every employee across the Group having the opportunity to feedback on a number of areas including purpose, enablement, autonomy, reward and leadership. This provides valuable feedback which our leaders across the business can work with their teams to build upon, ensuring Devro remains an enjoyable and progressive place to work.



In 2020, our primary responsibility was to ensure the health and wellbeing of our employees and local communities by implementing stringent COVID-19 safety measures. This was facilitated by a strengthening of our internal communication capabilities across the Group, an area in which we continue to develop.

Additionally, we embarked on an employee-led, global collaboration to define our Purpose. This will complete in early 2021 and set the scene for our business and people priorities over a number of years – a key element of which will be to continue to engage with, involve and nurture our talented workforce.

TALENT AND PROFESSIONAL DEVELOPMENT

We encourage the development of employees through training by investing both time and money. This provides benefits for both the Group, through a more highly skilled workforce, and the individual employee, who gains both qualifications and experience that they can use to further their careers whilst with the Group and in any future roles elsewhere. In addition to the provision of local learning and development budgets, we offer support for employees with further education courses, based on the criteria of relevance to the job role.

2020 saw the roll out of 'My Contribution', a quarterly performance process, backed by an online platform, for our managers and professionals to implement and review their performance goals, development plans and career aspirations. Our engagement survey had showed some of our people would benefit from the motivation from setting and making progress towards specific goals. Via 'My Contribution', each quarter, people look back at what has been achieved and focus forward to the next quarter. This cycle of feedback enables learning and progress and makes sure goals stay relevant as business needs evolve. We delivered significant progress on this aspect of the employee experience this year and resulted in a noticeable improvement in engagement survey results in 2020 we believe.

As at 31 December 2020 we were training seven apprentices around the world. During the course of the year, two apprenticeships were completed, and as at 31 December 2020, 13 people who had successfully completed apprenticeships with us were still employed by the Group.

DIVERSITY & INCLUSION

Devro is an equal opportunities employer. All of our employees and applicants are treated fairly and equally, regardless of their age, colour, creed, disability, full or part-time status, gender, marital status, nationality or ethnic origin, race, religion or sexual orientation. Any claim of discrimination is investigated promptly. Applications from disabled people are always fully considered. In the event of members of staff becoming disabled, every effort is made to ensure that their employment with the Group continues and the appropriate training is arranged. It is the policy of the Group that the training, career development and promotion of disabled persons should, as far as possible, be identical with that of other employees.

The gender analysis of the workforce as at the end of the year is shown in the table below. One additional female Board member, Chantal Cayuela, joined Devro as a Non-Executive on 1 January 2021. As a result of our Gender Equal Pay Reporting, we continue to address any imbalance including the roll out of unconscious bias training to key managers across the business.

Gender diversity statistics

	As at 31 December 2020			As at 31 December 2019		
	Male	Female	Total	Male	Female	Total
Board of Directors	5 83%	1 17%	6	4 67%	2 33%	6
EMT and Company Secretary (excluding Directors)	5 83%	1 17%	6	4 67%	2 33%	6
Senior Managers (EMT direct reports) (excluding Company Secretary and support)	32 73%	12 27%	44	39 74%	14 26%	53
Other employees	1,160 62%	706 38%	1,866	1,325 64%	735 36%	2,060
Total	1,202 63%	720 37%	1,922	1,372 65%	753 35%	2,125

CONDUCT

All business partners are expected to comply with all parts of our Business Conduct Policy. The Board reviews and approves an annual Global Business Conduct Statement, which is then disseminated to all employees in the Group at the beginning of the year. At the end of the year, each of our senior people must sign a certificate confirming full compliance with the Business Conduct Policy throughout the year.

We have a zero tolerance approach to bribery and corruption. All our senior managers are required to complete online training on bribery and corruption, reinforced by face-to-face training where appropriate. Employees or contractors may also be required to complete the training in circumstances where we have identified a potential risk. The main Board reviews the risks associated with bribery and corruption every year to ensure that our procedures remain appropriate and effective.

HUMAN & EMPLOYEE RIGHTS

Devro does not have a specific Company human rights policy since we consider that we are served in this area by the developed culture of ethical business practice and strong labour regulation present in most of the countries in which the Group operates. All the Group's sites, wherever located, adhere to our own high-standard labour practices, even where local regulatory requirements are not as advanced. We run our business responsibly and ensure that all our employees, customers, suppliers and other stakeholders are treated fairly and with respect. There have been no violations reported against the Company on human rights in 2020 or the previous three fiscal years. Any violations on human rights would be reported and action taken.

Devro maintains an open environment in which colleagues and other stakeholders can raise any issue about any aspect of our business. We support anyone who voices genuine concerns, even if they turn out to be mistaken. Nevertheless, Devro has a multi-language, externally-hosted whistleblowing system primarily designed to offer employees and third-party stakeholders a confidential and anonymous way of raising issues. This covers all individuals working at all levels of the global organisation, including contractors, casual and agency staff. A Board-approved procedure for handling any issue raised through the hotline is in place. A total of nine cases were handled in 2020.

In accordance with the Modern Slavery Act 2015, the Group has published a statement on its website setting out the steps taken to prevent modern slavery and human trafficking in its business and supply chains.

All our employees are entitled to a fair salary and other terms and conditions of employment, as appropriate. We benchmark salary and benefits against similar roles in the same local area annually to ensure that we are competitive. Our policy is to comply, at the very least, with minimum wage legislation for any job role for all employees, although in many instances, wage rates and salaries are higher and we seek to be competitive where our facilities are based.

The terms and conditions on working hours are detailed in our contractual terms and, where applicable, within agreements with our Trade Union groups. Overtime is voluntary and the Company will always abide by the legal requirements relating to overtime and payment for it. We pay benefits as appropriate to local markets, and in 2021 there is a review planned to ensure competitiveness. Legally required benefits such as annual leave, sick leave, maternity leave and normal working patterns and hours are of course applicable to all.

We have recognised Trade Union groups in our facilities in the Czech Republic, Scotland and Australia and value their partnership and involvement. We encourage collective bargaining with Trade Union groups and negotiate with them on the terms and conditions for their members and consult with them on changes within the organisation. Employees can become affiliated with a Trade Union and their involvement in that organisation will not affect them in terms of recruitment, promotion, transfers, development opportunities or any other employment arrangements.

In Europe, we have a long-established European Forum, consisting of management and employee representatives, who meet annually to discuss, communicate and consult on trans-national issues relating to the business.

Where there is no representative group, we establish and encourage an open two-way communication process with employees and have various communication mechanism and methods to keep this active.