

Driving Associate Wellbeing in the retail landscape

March 25th, 2021



Topics of today



Who are we?

Ahold Delhaize and our great local brands...

Ahold Delhaize, a food retailer

United States

Food Lion
Stop & Shop
Hannaford
GIANT
MARTINS
Giant Food
FreshDirect
Peapod Digital Labs
Retail Business Services

Europe

Albert Heijn
Delhaize
Etos
Gall & Gall
bol.com
Albert
Maxi
Tempo
AB
Ena
Mega Image
Pingo Doce*

Asia

Super Indo*

10
Countries



Local,
Personal &
Convenient

Dependable
Value

Best
Own Brands

Fresher & healthier

Leading in
sustainable retailing:
Proud member of DJSI



410,000
associates

Great
Local
Brands

Sustainable



Leading
in
eCommerce



Strong
financial
profile



Shopping
anytime
anywhere



top 10
International
food retailer

Weekly customer visits



>54m in stores

>20m online

150 years
experience
in food
retailing



Eat well.



Save time.



Live better

The three things everyone deserves from us.



Leading Together through change

Our purpose

Eat well. Save time. Live better.

Our values

Courage

We drive change, are open minded, bold and innovative

Integrity

We do the right thing and earn customers' trust

Teamwork

Together, we take ownership, collaborate and win

Care

We care for our customers, our colleagues, and our communities

Humor

We are humble, down-to-earth, and don't take ourselves too seriously

Our vision

Create the leading local food shopping experience

Our growth drivers



Drive Omnichannel Growth:
Create seamless digitally-enabled experiences with a compelling value proposition across all shopping and meal occasions



Elevate Healthy & Sustainable:
Provide inspiring, healthy and affordable food options for all and achieve our sustainability commitments



Cultivate Best Talent:
Attract, develop and retain the best talent with an engaging associate experience that drives high performance, inclusion and growth



Strengthen Operational Excellence:
Save for our customer, leverage scale, and use **technology and data** to build the future

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Cultivating Best Talent

Our people strategy and our shared value Care...

Best Talent Growth Driver... Our AD People Strategy

Helping associates love what they do!

Associate Journey



At Ahold Delhaize, we reflect the markets we serve, our voices are heard and valued, we find purpose in our work, have equitable access to opportunities, and can grow and contribute to our fullest.

Enabling everyone to...
Eat Well... Save Time... Live Better!

4 Strategic Priorities



Diversity & Inclusion in support of Wellbeing



Our Ambition

At Ahold Delhaize we reflect the markets we serve, our voices are heard and valued, we find purpose in our work, have equitable access to opportunities can grow and contribute to the fullest.

Inclusive Workplace **79%**

Our Global D&I Strategic Priorities:

Workforce

Balanced Slates and Leadership
Accountability



Equality through policies and processes: Balanced slates, family leave, others

Workplace Inclusive Leadership



Inclusive Leadership Curriculum
Courageous Conversations

Marketplace

External Partners and
Communication



Our partners: LEAD, NEW,
Diversity Best Practices, Catalyst

Associate wellbeing

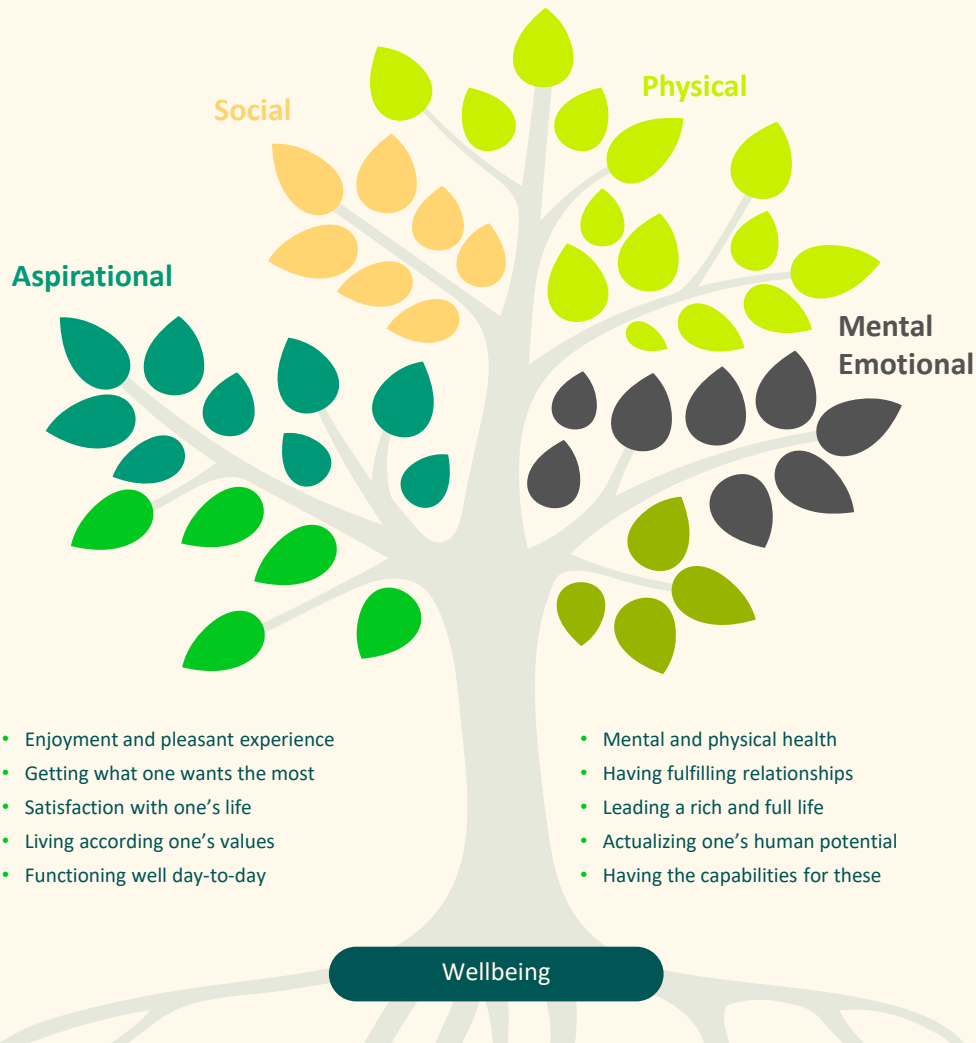
How we care..

Wellbeing*

is a person's overall quality of life including physical, mental, social, spiritual and aspirational elements

Its 10 components show that it is more than just being healthy and goes beyond the workplace

*Source: Ahold Delhaize Wellbeing: Taking Stock; a report by the Work to Wellbeing initiative of NEWEL (2018)



Why does it matter?



**We
care**



**We elevate Healthy
and Sustainable**

Our customers, associates
and communities are looking at us to
be their partner in helping them to
live better



**Happy and healthy associates
are better for business**

Productivity is higher.
Moderation of costs
Business performance is better.
People want to work for you.

How our value Care fuels our benefits

Benefits Framework

We care for our associates, their families and their community, now and in the future

Caring - Compliant - Competitive

Healthy life

Improving associates' health

Access to affordable health care

Facilitate to develop and maintain a healthy lifestyle

Work-life effectiveness

Supporting associates to achieve success both at work and at home

Respect for individual life circumstances and personal goals

Support in case of life changing events

Financial security

Ease our associate's financial concerns

Timely and accurate pay

Safeguard income in case of life changing events

Provide future financial security and support in financial planning

Offer financial advantages

Where we put focus in Associate Wellbeing

My brand/My Company

inspires and invites me to make **healthier lifestyle choices**

by offering wellbeing programs and initiatives

supports me to have **balance** in my **work and personal life**

by offering flexible working opportunities



makes **healthy food** easily accessible to me

by giving access to healthy foods

encourages me to have **purpose** in my life

by opportunities to connect and contribute to the communities we serve

Inspiration across brands

Sharing best practices

Through our HR Networks
brands learn from each other
and share best practices



FOOD LION

StopsShop



GIANT

MARTIN'S

Giant

Peapod

on Albert Heijn



Etos

Gall & Gall
SINCE 1861

bol.com

albert

MAXI

Tempo

Βασιλόπουλος
ΕΛΛΗΝΙΚΗ ΠΡΩΤΗ ΚΑΙ ΜΕΓΑΛΗ

ENA FOOD
ΕΛΛΗΝΙΚΗ ΠΡΩΤΗ ΚΑΙ ΜΕΓΑΛΗ



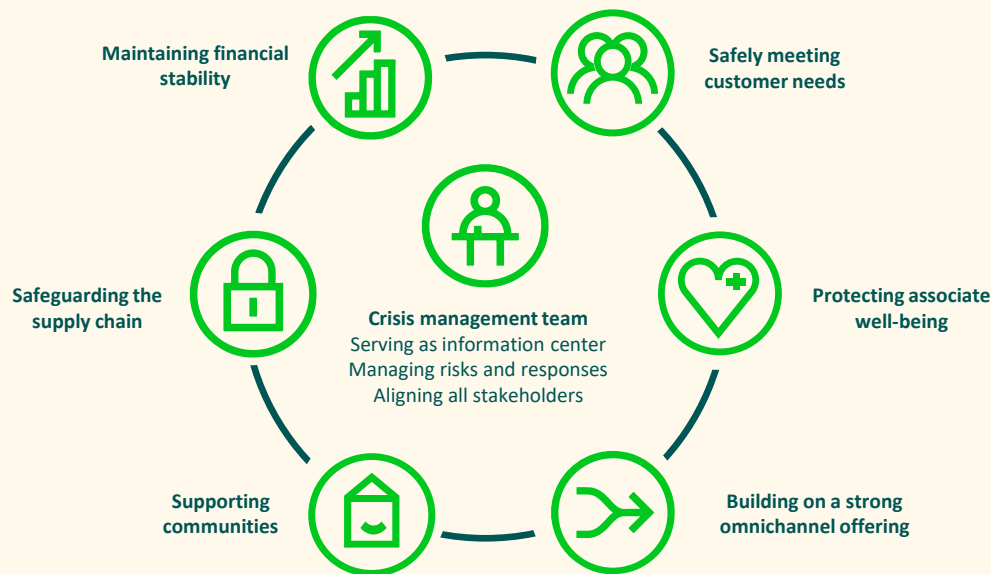
pingo doce



COVID-19

How we respond...

Covid-19 – our response



~€ 680 mio
invested in COVID-19 care to
support associates, customers and
local communities

45,000
new jobs

Safeguarding associates' safety

- Facemasks
- Plexiglass screens
- One-way routings
- Sanitation, disinfection & cleaning
- Social distancing signs and vests
- Temperature screening (in some locations/brands)
- Travel guidelines & restrictions

More examples

- Ensure access to Covid-19 priority testing
- Priority team testing when one associates tests positive
- Bikes available for associates, to avoid public transportation
- Alternating teams working in stores and HQ



Keeping
associates Safe

What benefits did our brands provide to support our associates' wellbeing?

- Relaxed absenteeism and flexible work policies.
- Continuation of pay when tested positive or quarantined
- Access to on-site or on-line medical staff for questions about Covid-19
- Access to mental support (assistance programs and direct phone access)
- Webinars and resources for building and maintaining resilience
- Continuous communication, information and Q&A's about Covid-19

More examples

- Online yoga and exercise programs
- Sleep-better program
- Webinars on health support
- Free food for DC and store associates
- Vitamins and milk for associates
- WHIL, a program with a focus on resilience, mindfulness, and sleep
- Stress-free now – online course
- Fit and Healthy Challenges for office staff



Providing the
right Benefits



Supporting remote working

How did our brands support associates to work from home?

- MS Collaboration Tools
- Laptops for associates previously working on desktops
- Tips & tricks for associates about ergonomics
- Tips & tricks for associates about healthy eating & remaining fit
- Webinars on remote working
- On-line social events

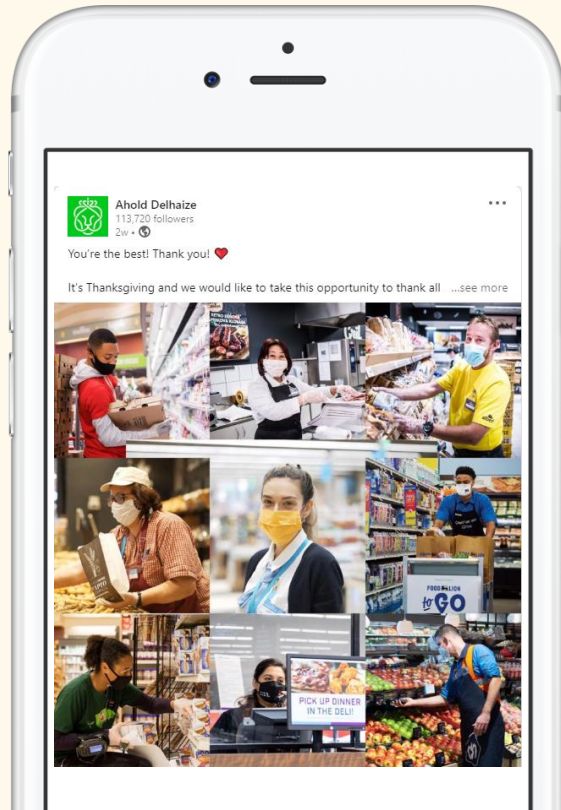
More examples

- Work in the office in A&B schemes
- Provision of office equipment
- Workshops on remote working for managers
- Work from home allowance
- Monitors, keyboard, desk chairs and desks provided on request

Examples of rewards and recognition for associates during Covid-19

- One-off bonuses
- Pay increases
- Additional leave
- Gifts and vouchers

Reward &
Recognize



Wellbeing best practices

Common themes and specific brand examples

Our brands' best practices

healthier lifestyle

by offering wellbeing programs and initiatives

Opportunities

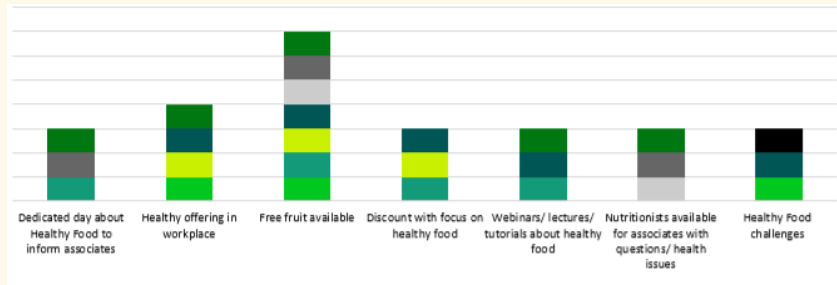
- Targeted approach
- Personalized solutions
- Increased awareness & encouragement

- Health Screenings
- Benefits for physical exercise and activity
- Mental health counseling
- Health workshops
- Coaching for a better lifestyle
- Health challenges
- Healthy lifestyle platforms



Our brands' best practices

- Healthy meals and snacks at the workplace
- Free fruit
- Healthy Food associate discounts
- Webinar/workshops by (own) nutritionists



healthy food

by giving access to healthy foods

Opportunities

- Alignment with customer initiatives
- Associates as ambassadors

Our brands' best practices

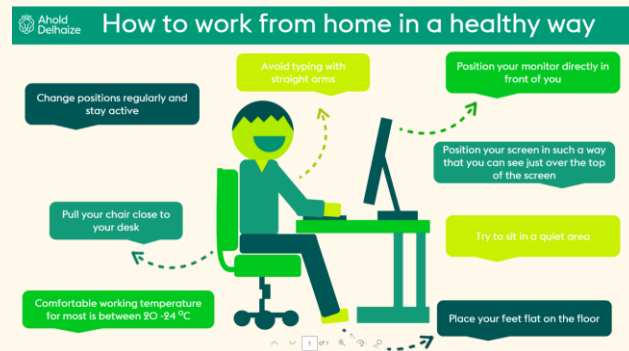
- Flexible work schemes and remote working
- Apps supporting associate scheduling preferences
- Family and sabbatical leave
- Workshops and webinars for mental resilience
- Yoga and meditation classes
- e-Coaching

**balance work and
personal life**

by offering flexible working opportunities

Opportunities

- Continued focus on health & wellbeing
- Social cohesion
- Onboarding & networking
- Ergonomics & healthy lifestyle



Our brands' best practices



Opportunities

- New ways for volunteering (covid-proof)
- Combining health activities with purpose
- Teambuilding

- Company volunteering activities
- Opportunities to (earn) donations
- Annual Volunteering Day
- Paid time-off for volunteering

purpose

by opportunities to connect and contribute to the communities we serve

How we measure

Our annual engagement survey

Our Engagement survey

Our brands' associates share how they feel about the support they receive on **Health** and **Wellbeing**



Join in on the conversation

A question for you....

The best way to drive associates' engagement to improve their health is through:

Senior leadership and
direct managers

Education

Reward and
Recognition

Q&A

