



BUILDING BETTER FINANCIAL FUTURES  
for our employees



“I’m really proud of how all our people responded to the pandemic. Our people have shown real resilience and have been open and eager to embrace new digital ways of working. Moreover, we have worked hard to foster a safe supportive community and trusted our people to make the right decisions.”

**Jan Wade**  
European HR director

Culture indicator:  
Trust our people



## Empowering our people with 'Arrow Everywhere' workplace transformation

**W**ithout question, the unprecedented and unplanned events of 2020 have tested our resilience and professionalism like never before. Arrow is a relatively new business, only becoming a publicly listed business in 2013, and yet we have weathered one of the biggest economic and social dislocations in the best way possible.

For Arrow to successfully navigate this crisis, we moved decisively and quickly, putting business continuity plans into operation, and focusing on the wellbeing of all our employees as well as their families. This meant moving all our people to remote working and providing the right support and equipment. With so many unknowns, we also began a significant change programme, called Arrow Everywhere, with the aim to support sustainable remote working and, in doing so, retain the benefits including a better work-life balance and greater flexibility. During 2020, we seamlessly transitioned from traditional, co-located work to full remote working, with an ambition to transition to activity-based working when the pandemic fully passes; a model arguably more dynamic, flexible and productive.

Encouragingly, when questioned via the Leesman Employee Experience survey, over 90% of our people reported working productively from home and 80% noted a healthy work-life balance. This gave us confidence that our employees were resilient to the demands of remote working and comfortable with our response. This was helped by a wide range of supporting materials, including wellbeing and digital-user guides, the roll-out of a confidential employee assistance programme across the Group, enhanced leadership communications, social and wellbeing groups on Workplace – our internal communications and engagement platform – and the considered use of government job retention schemes in the UK and Portugal to safeguard as many jobs as possible.

We have also used this period to reflect on wider issues, ensuring that our diversity and inclusion programme extends beyond traditional diversity targets such as gender, and addresses important issues such as mental health, diversity of thought and empowering our people to drive change from the ground up.

“Throughout 2020, Arrow put a lot of emphasis on employee wellbeing alongside business continuity. I appreciated the quick transition to home working and have never felt any pressure to return to the office – I know when it happens, it’ll be at the right time.”

**Sian Howitt**

Procurement director, Group transformation and change

