

Customer Forums

With the UK customer experience forum firmly in place, the decision was made to roll this out across the Group. The first Group-wide customer experience forum was hosted in Dublin in August 2019 and similarly to the UK forum, this committee drives the delivery of customer outcomes throughout the organisation – not just in front-line areas. The committee is led by senior leaders within the Group, who can drive changes to ensure customers are treated fairly and responsibly, all strategies and processes are working correctly, that we are generating the right customer outcomes and that we are sharing all best practices throughout the Group. The second customer forum was held in Lisbon in December 2019.

The UK customer forum continues to evolve and has successfully driven improvements around implementation, strategies and customer touchpoints. Alongside the customer dashboard, key KPIs are measured, including customer satisfaction and complaint volumes. This also continues to provide key customer insight across UK business areas.



In particular, we have identified six cultural attributes and will introduce performance indicators in 2020 to help determine whether we are on the right track. Recognising that more diverse businesses are more successful, as well as an appreciation that it's the right thing to do, we also have worked hard to embed a diversity agenda across the Group, with Matt Hotson, Group chief financial officer, acting as our diversity and inclusion sponsor.

Employees

We have worked hard to maximise the value of our existing people development programmes, whilst challenging ourselves to innovate and embrace new ways of working.

Cultural alignment

The launch of our new aspirational culture statement at our Senior Leadership Conference and all-employee roadshow was pivotal to this new way of thinking, as was the creation of the culture steering group (CSG) that will act as the central forum for ensuring our culture provides a clear, supportive and productive environment for all our employees.

Strategic and leadership alignment

We continued the roll-out of our senior leadership development programme DIPS (Define, Insight, Practice, Sustain) that commenced in March 2018. To date, eighty of our most senior leaders have been through this programme, helping to align our senior leaders and their teams around our business strategy and preferred ways of working. Furthermore, we have taken the key leadership concepts from this into our wider management programmes to create a common language and alignment across the leadership pipeline.

Shanna Wallace, winner of Arrow's inaugural Group-wide Employee of the Year award. Recognised in Porto by Lee Rochford and Maria Luís Albuquerque for helping vulnerable customers.





Management Development

Our leaders play a critically important role in inspiring our teams, and 2019 saw Arrow continue its various management development programmes across the geographies to build capability and confidence.

In the Netherlands, we launched a new programme focusing on personal leadership insights, the ability to lead through complex change and our Lean efficiency programme that seeks to eliminate unnecessary waste and drive simplification and efficiencies – all of which are underpinned by our aspirational culture. This will be rolled out across the Group in 2020. In the UK, we continue to utilise the UK Government’s apprenticeship levy to develop and accredit our first-line managers, as well as to support their professional development across our talent pipeline, from recruiting apprentices in IT and Finance with a view to developing the next generation of talent, through to a senior leader undertaking an MSc.

Consistent with other areas of the business, we will use technology – in the form of a new Learning Management System across the Group – to deliver faster, smarter and more bespoke learning applications. Technology is also helping to connect our employees on a single communications platform via Workplace (by Facebook), for the very first time, helping to drive collaboration and new ways of working. This empowerment is being further enhanced via Peakon, an online engagement and measurement tool that will help line managers make better-informed, data-driven decisions when it comes to acting on the voice of our employees and enable our leaders to drive engagement in their own teams.

As we move into 2020, our focus will be to ensure our people have the skills, cultural mindset and Group support to successfully embed our new segmental structure and realise our commercial ambitions.

Competitive Total Reward

Arrow delivers a reward and recognition structure that provides competitive remuneration which is fairly derived and incentivises high performance, with a suite of benefits that support our employees’ short, medium and long-term personal goals and circumstances.

We deliver these items through:

- Competitive base salaries that are reviewed and appropriately adjusted on an annual basis
- Bonus schemes that focus on both ‘what’ is delivered and ‘how’ it is delivered in equal measure
- Long-term incentives to drive long-term engagement and retention of our most talented people
- Competitive benefits that provide employees the opportunity to select benefits that support their short, medium and long-term personal goals and circumstances
- Intrinsic reward and recognition are extremely powerful, and they are a key part of creating a truly great place to work. Arrow operates a Group-wide Employee Recognition Scheme (ERS) where all employees can nominate and are eligible to win. In 2019, we celebrated the winners’ achievements with a gala dinner at Old Trafford, home to Manchester United Football Club, and most recently, in January 2020, over 80 winners were celebrated in Porto.

Arrow is committed to building a diverse and inclusive workforce, and the treatment of reward and recognition is central to this commitment. Our entrepreneurial drive is complemented by a deep commitment to rewarding work done in the right way, the Arrow way.

952

ERS nominations

80

ERS winners

60

Values Champions