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Workplace

For a business that is all about helping people look and feel better, it is second nature to make the health and wellbeing of our own employees a very high priority. It is one of the main reasons why so many are proud to work for Alliance Boots and eager to play their part in building a sustainable business. We continue to train and develop our people at all levels so they are equipped to meet the challenges of our industry.

Alliance Boots is a major international employer. At 31 March 2008 the Group, including our associates and joint ventures, employed over 110,000 people in more than 20 countries, of which around 93,000 worked in our owned businesses. (This is the figure used in tables and for data purposes throughout this report.)

We communicate with our people through a wide variety of channels, reflecting the diversity and geographical spread of our businesses. Our aim is to ensure that all our people are informed and engaged about their part of the business locally, augmented with deeper understanding about the Group overall and its future direction.

We have a variety of approaches to fulfil these aims including regular face-to-face team briefings, conference calls, magazines, newsletters and a number of intranet sites. Feedback is sought on the effectiveness of our communications and surveys have been instituted in a number of our businesses to gauge the morale of our people and what is important to them. In the most recent 'Great Place To Work' survey covering the Boots branded activities in the UK we are pleased that the overall satisfaction score has risen significantly since Alliance Boots came under private ownership.



"The health and wellbeing of our own employees is a very high priority"

Employee retention

at 31 March 2008

	Headcount
Working for us for >1 year	73,000
Working for us for >5 years	41,000

The loyalty of our experienced, knowledgeable and well-trained workforce is evidenced by the fact that 44% of our employees have worked for the Group or its predecessor companies for more than five years.

Employee absence rate due to illness

for the year ended 31 March 2008
as percentage of contractual hours



Alliance Healthcare France – driver training

The training department at our French wholesale business, together with the transport department, have set up a number of training sessions for all its drivers on key topics such as security on the road, good behaviour, how to minimise fuel consumption and other key elements of responsible driving. The number of trained drivers has increased over this period, while the number of road accidents has nearly halved over the last five years.

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2007/08 targets

Target

Establish a long term, cross-group health and safety strategy to prevent accidents and report progress annually

During the year, the new health and safety strategy was defined and introduced.

Target

Deliver a workplace health programme that is aligned to the business and makes a positive contribution to the health and wellbeing of our people

Good progress has been made in the workplace health programme, which is aimed at improving the wellbeing of our people, and it is planned to roll this out across our Group in the coming year. As a pharmacy-led health and beauty business, we want Alliance Boots to be a healthy place to work and we give our employees the help and support they need to make positive changes to their lifestyle. Some of the initiatives we promote include smoking cessation, understanding skin cancer, subsidised gym membership and many more.

For the third year running in Boots, we extended our "change one thing" campaign into the workplace. All Boots employees were invited to participate in "Commit to Quit" or "Commit to Get Fit". In June 2007, our successful workplace programme in Boots won a UK Government Health, Work and Wellbeing Award. Judged by a panel of independent experts, this new initiative celebrates good practice in the way that companies promote good health at work.

Target

Introduce an induction day for new joiners across the Group

New employees across the Group now participate in induction training days, which include taking each new joiner through the Group's Code of Conduct.



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Workplace health

Healthy living is another aspect of employee wellbeing that is very close to our hearts. We are working to give employees the help and support they need to make positive changes to their lifestyle. We do not consider this kind of encouragement our direct responsibility but see it as a clear and positive way to add value to our relationship with our teams. That is why we encourage each of our businesses to do what they can to promote and develop a healthy living agenda among their employees.

"change one thing"

For the third year running in the UK, we extended our successful customer-facing "change one thing" campaign into the workplace. All employees were invited to participate in 'Commit to Quit' or 'Commit to Get Fit'. Our Healthy Workplace Team was on hand with help and encouragement.

In June 2007 our successful workplace programme won recognition in the form a Government Health, Work and Wellbeing Award. Judged by a panel of independent experts, this new initiative celebrates good practice in the way that companies promote good health at work. And it means that our fresh thinking in this area will form the basis of case studies for use by other businesses.



"We encourage our businesses to promote a healthy living agenda"

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Women at work

While in some jurisdictions there is a legal requirement for Alliance Boots to be an equal opportunities employer, this is at the heart of our business. A range of initiatives and activities ensure that women enjoy the same career opportunities as men. This is particularly important for women who wish to combine bringing up a family and a career – including flexible hours and other activities. These activities ensure that individuals we have recruited and trained can be retrained in the business and their skills and knowledge used to positive effect.

Today, across the Group, women are well represented in the workplace. The particularly high figures for female employees in our Health & Beauty Division are not surprising given the nature of our businesses but many women also hold positions in the senior management teams in other parts of the Group.

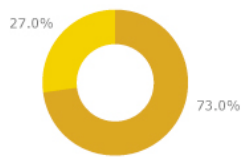


“Alliance Boots is an equal opportunity employer”

Women employees

at 31 March 2008

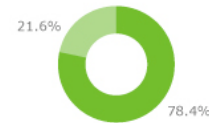
Group
93,486 employees



■ Women
■ Men

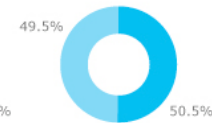
By division

Health & Beauty
75,893 employees



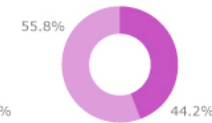
■ Women
■ Men

Pharmaceutical Wholesale
15,595 employees



■ Women
■ Men

Contract Manufacturing & Corporate
1,998 employees

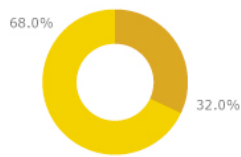


■ Women
■ Men

Women in senior management positions

at 31 March 2008

Group
1,195 senior management positions



■ Women
■ Men

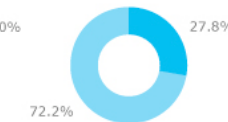
By division

Health & Beauty
815 positions



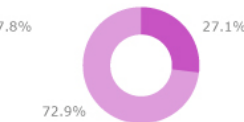
■ Women
■ Men

Pharmaceutical Wholesale
284 positions



■ Women
■ Men

Contract Manufacturing & Corporate
96 positions



■ Women
■ Men

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Training and development

Alliance Boots is a dynamic international Group and achieving our ambitious goals depends on the motivation and quality of our employees at every level. Our employees are a key asset.

We believe working for Alliance Boots offers an exciting and stimulating environment where employees can develop their careers. We offer considerable scope for personal and professional development through training and international mobility. We also provide opportunities for continuous learning undertaken in the working environment. There is a considerable amount of 'on the job' training within the business environment, for example in our Pharmaceutical Wholesale Division over 72,000 hours of dedicated off-site training took place in 2007/08. At the same time, we recognise and reward achievements with competitive remuneration packages.



"We offer considerable scope for personal and professional development"



A new standard in international pharmacy education

As a pharmacy-led business the education of pharmacists is a cause very close to our heart. Since our merger we have become increasingly aware of a need to develop a world-class, internationally recognised pharmacy qualification.

In March 2008 we signed a co-operation agreement with the University of Tor Vergata in Rome, Italy and the University of Nottingham in the UK. With our active involvement and support, a new five-year pharmacy degree course will be open to international students at Tor Vergata from the start of the 2008/09 academic year.

Both universities have an international reputation for excellence in their respective fields. Nottingham University will provide the necessary degree accreditation and will help the lecturers at Tor Vergata develop the new elements of this degree course. The course will focus on developing students' understanding of the demands of the modern pharmacy profession, in terms of both delivering healthcare and building a successful business. In addition, we will be able to work with our partners to develop projects to combat the threat to public health posed by medical counterfeiting across the globe.

"Boots Academy"

"Boots Academy" has been developed in the UK for Health & Beauty colleagues in all non-store areas, providing over 65 learning modules plus a library of over 2,850 reference resources including books, DVDs and CDs. Easily accessed via the Boots intranet, this flexible, learner-led and business-focused resource enables employees to work on personal development needs and the needs of the business.



Introduce an induction day for new joiners across the Group

New employees across the Group now participate in induction training days, which include taking each new joiner through the Group's Code of Conduct.

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Health and safety

Health and safety has always been a key priority for us. Wherever we operate, we have a responsibility to avoid any situation that might put our people, neighbours, customers and facilities at risk. During 2007/08 we continued to strengthen our safety culture by introducing new, simpler safety policies for all of our businesses to make it easier to understand and follow the rules and check that they are being implemented.

In early 2008 new arrangements were put in place for monitoring health and safety performance.

The health and safety professionals that support our operations periodically meet to review performance and share information.

Enforcement activity

- There were no prosecutions.
- One prohibition notice was served on a store, prohibiting access to a ceiling void until a revised risk assessment was carried out and improvements made to fall protection. The notice was complied with.
- One improvement notice was served on a store requiring improvements to a workstation in a pharmacy dispensary (to address ergonomic issues). The notice was complied with.
- One improvement notice was served on a store requiring a specific manual handling risk assessment to be completed. The notice was complied with.
- Three improvement notices were served in respect of workplace transport issues. The first notice which required improved road markings has been complied with. The second notice required improved protection against the risk of vehicles being driven away from logistics loading/unloading docks, while being loaded or unloaded. The third notice required measures to be taken to segregate pedestrians and HGVs around a warehouse. The Group has taken the necessary measures in these events.

Legally reportable accidents

for the year ended 31 March 2008

	Number
Employees: Number of work-related fatalities	-
Work-related 'major' accidents / injuries	9
Work-related 'over three-day' lost time accidents / injuries	646



"During 2007/08 we continued to strengthen our safety culture"

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Employee forums

Keeping our people informed

Effective internal communications ensure that our employees are well informed about the Group's objectives, including our corporate social responsibility agenda. We want our employees to believe in Alliance Boots and be willing and able to talk openly and confidently about what makes it a great group.

theforum

Boots employee forums

As we continue to build the Boots business in the UK, the role of employee forums is increasingly important. Listening to each other through honest, open communication helps everyone in our businesses understand what is really happening and what we can do to make a difference for our customers, people and businesses. The forum teams discuss and explore ideas and views of employees, from shop-floor to supply, director to scientist, every individual has a local forum representative. After every quarterly meeting, it is agreed who will do what to action ideas. Some of the ideas brought to life in the forums have been posted on staff noticeboards helping employees to gain a greater understanding of our business.



"Listening to each other through honest and open communication helps us make a difference for our customers, people and businesses"

European Works Councils

In line with its commitment to partnership and dialogue, Alliance Boots has set up a new arrangement of European Works Councils – part of a Europe-wide initiative designed to promote the exchange of information and the development of dialogue between senior management and team members. The two councils, one of which covers the Pharmaceutical Wholesale Division and the other for the Health & Beauty Division, first met earlier in 2008 and will meet on an annual basis. These reflect our commitment to maintain a high level of transparency and to keep employees up to date with all relevant aspects of the Group.



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Diversity

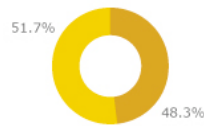
At Alliance Boots we value, respect and celebrate diversity. We believe that, combined together, it is our different strengths and qualities which enable us to compete effectively.

The UK Health & Beauty business has regularly participated in the "Race For Opportunity" initiative. It found the feedback helpful in developing new programmes.

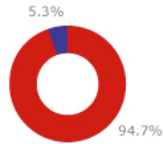
Employees

at 31 March 2008

By type



By contract type



■ Full time ■ Part time
■ Permanent ■ Temporary or fixed term

Alliance Boots is an equal opportunities employer and is keen to promote and train its people irrespective of their race, gender, disability, age or sexual orientation. We have not reported the number of employees who come from ethnic backgrounds as in some of the countries where we operate such questions are prohibited.

Across the Group, around 240 of our employees have declared that they have a disability.



"At Alliance Boots we value, respect and celebrate diversity"