



Supporting our people and communities

10%

increase in early careers apprentices compared to FY2024

115%

increase in advanced apprentices compared to FY2024

92%

of our technicians are trained on EVs across both Northgate and FMG RS.

The Employee Engagement Forum was reformed as The Voice Network to increase reach and impact across the organisation.

Commitments

Work towards the goal of no harm or injuries

Foster a mutually supportive workplace

Recruit and nurture talent from diverse communities

Generate positive social impact in the community

Invest in the development of an early careers programme

Invest in vehicle repair training and technology

Investing in our people.

Overview

We recognise that our industry reputation and our continued success is achieved through the hard work and dedication of our people. Central to this is their growth in knowledge, prosperity, health and wellbeing.

Our three-year people strategy is targeted at empowering our colleagues to be their best. The strategy is designed to enhance the colleague experience, strengthen our culture, and build the capabilities needed for long term success. We seek to remain at the forefront of advancing automotive technology through industry leading technical training, development, and apprenticeship schemes.

As a large employer of 7,800 people, we are conscious we can create significant economic value for society, by investing in skills and training to enhance the productive capacity of the economy. We are committed to providing a secure and safe working environment and service for all our people and customers and to giving back to our communities.



Recruiting and developing talent

Our focus is on developing talent and building the capabilities needed for long term success. Key priorities include increasing the number of 'ready now' successors, ensuring robust succession plans are in place, offering progression routes that allow all our people to realise their potential and embedding a high-performance culture.

We have worked hard to ensure we recruit and nurture talent from diverse communities, and to ensure a balanced technical and behavioural training mix. We are also reducing the average age of our technician population through the success of the early careers programme, which will help to deliver longer term sustainable growth, now at 41 years compared to 46 years last year and 54 years in FY2023. Additionally, we are focused on enhancing diversity, with targets for recorded diversity data, and increasing ethnic minority and female representation in leadership to be achieved by FY2027.

6ppt

Reduction in voluntary attrition since FY2024

33%

of roles filled internally, demonstrating our aim to encourage career progression



Developing our people

Our goal is to create an outstanding colleague experience by improving engagement, retention, and inclusivity. Targeted outcomes include reducing voluntary attrition, maintaining high levels of colleague engagement and reducing sickness absence. We also aim to strengthen internal mobility, increase participation in SAYE and active take-up of the colleague benefits we offer.

This year we have looked to leverage technology and embrace automation as core enablers of operational excellence within our HR shared services team, removing friction in our systems and processes and better supporting our colleagues. Our immediate priorities have been to resolve service requests quickly, increasing self-service adoption, automating processes, and using data and analytics to support smarter decisions.