



The smarter
way.

Sustainability Progress Report

2025



We keep customers moving, smarter.

We are focused on placing the customer at the centre of our business, offering a broad range of services that can be flexed and tailored to the needs of each customer.



Find out more on our website
www.ZIGUP.com

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OVERVIEW

A year of progress.



Our focus is on creating sustainable value for all stakeholders by providing integrated mobility solutions that help keep customers moving smarter.

Martin Ward
Chief Executive Officer

Group overview

Our focus is on creating sustainable value for all stakeholders by providing integrated mobility solutions that help keep customers moving smarter. We operate in a responsible and sustainable manner, consistently striving to deliver positive environmental, social, and economic outcomes.

We continued to engage with our stakeholder groups to deliver long-term value aligned with their expectations. Our efforts to foster an industry-leading, customer-centric culture were reflected in an increase in our customer experience rating, which rose to 4.6 out of 5 during the year, and an NPS score of 64.

The opinions of our people count. Our colleague engagement survey saw increased participation in both the UK and Ireland, as well as Spain, with participation rates exceeding 80% in each location, and satisfaction rates at 75% and 78%, respectively.

A year of progress

The recognition through the King's Award for Enterprise 2025 in the category of Excellence in Promoting Opportunity is a source of immense pride for the Group. It reinforces the value of the investments we have made in building the skills for the future and the impact this is having on early careers for individuals from diverse backgrounds.

We have made meaningful progress toward our operational emission reduction targets this year, primarily through an increase in the use of renewable electricity and the migration of the company car fleet away from ICE to EV/Hybrid. Our award-winning Drive to Zero programme has continued to gain traction among customers seeking to integrate EVs within their commercial fleets. Demand for e-LCVs on hire has increased by over 80%, and we have installed 10,400 EV chargers, marking a 57% rise since FY2023.

Programmes within our operations for repair and reuse have been supported by investments in plastic welding in the UK and the recovery and reuse of green parts in Spain.

We continued to encourage and support our people in generating positive social impact in the community, being awarded the 'Bringing Success to Darlington' Stronger Communities Award by Darlington Council.

Looking ahead

In FY2026, we will publish a transition plan that details our pathway to achieving Net Zero and outlines our role in facilitating the transition to a low-carbon economy. This plan will include information about the new Scope 1 and 2 GHG targets that we will establish to further reduce our operational emissions.

Developing our people is central to our business success, so we will continue to invest in our early careers programme, aiming to increase the number of individuals supported through social mobility initiatives and introduce additional technical disciplines to stay at the forefront of automotive advancements.

We will conclude the double materiality assessment by engaging with customers and suppliers to gather insights on a broad range of material risks, impact, and opportunities. The outputs of the assessment will help guide our strategic decision-making, resource allocation, and clarify the expected disclosures required under the CSRD reporting framework.

Martin Ward
Chief Executive Officer

Delivering value and positive impact.

As a leading provider of integrated mobility solutions, we consistently strive to deliver positive environmental, social and economic outcomes to our stakeholders.

We keep customers moving smarter

Being a sustainable and responsible organisation is essential for building trust with stakeholders and for fostering a resilient and prosperous business. We keep people moving by providing a diverse and well-maintained fleet of vehicles, ensuring they remain mobile and supporting them after incidents.



We grow our business responsibly

Creating sustainable value for our stakeholders by operating with integrity, transparency, and responsible governance.

- As a large employer, we are creating significant economic value, investing in the economy's productive capacity.
- We help people recover losses incurred as a result of vehicle accidents.



We support our people and communities

Providing positive social impact by nurturing talent from diverse backgrounds and supporting local communities.

- We support people in the aftermath of incidents, quickly getting them back on track.
- We are closing the automotive sector skills gaps by recruiting and nurturing talent from diverse communities.



We reduce our environmental impact

Utilising our expertise to enable lower impact mobility, vehicle life span and efficiency optimisation and to mitigate environmental risks.

- We keep people moving by offering a diverse, well-maintained fleet of low-emission vehicles.
- We utilise circular economy principles in vehicle accident repair, prioritising repair over replacement.



Sustainability impact at a glance.



Social

Supporting our people and communities

Our goals

Recruit and nurture talent which is reflective of the communities in which we operate and generate positive social impact.



Awarded the King's Award for Enterprise for Promoting Opportunity through Social Mobility by creating opportunities for individuals from diverse backgrounds to advance in the automotive industry.



6%

Decrease in voluntary attrition demonstrating our improved colleague offering



30%

Increase in Group apprenticeship numbers from FY2024



1/3

of our roles are filled internally, highlighting our focus on career progression



182,000

Training hours delivered across the Group



Environment

Reducing environmental impact

Our goals

Minimise our environmental impact while supporting a just transition to low-carbon mobility.



23%

Reduction in Scope 1 and 2 carbon emissions since FY2022



99%

of the electricity used at our sites is from renewable sources



80%

Increase in EV rentals through our Drive to Zero programme



Governance

Growing our business responsibly

Our goals

Create sustainable value for all our stakeholders and foster responsible behaviour.



4.6

The Group's customer experience rating increased to 4.6 out of 5, up 10% from FY2024

Sustainability reporting framework.

This report is part of a comprehensive sustainability reporting framework, highlighting our commitment to governance, measurement and transparent reporting to our stakeholders.



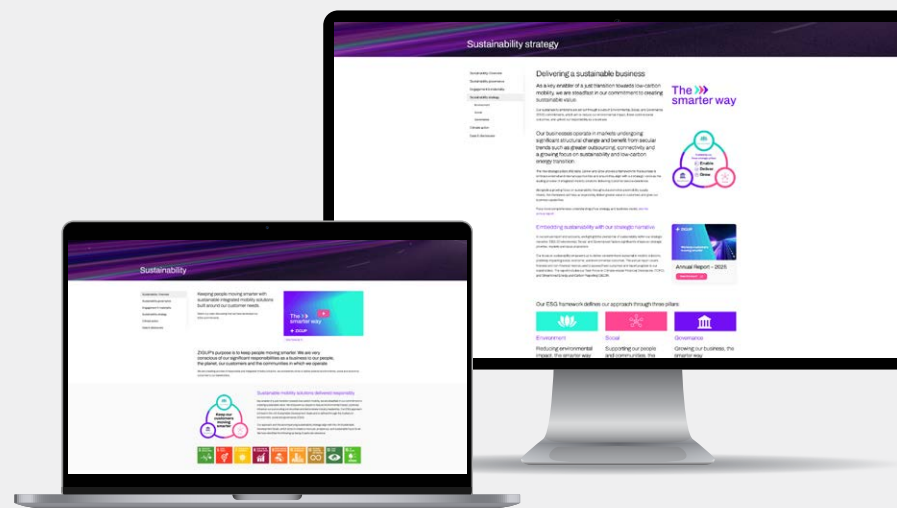
Embedding sustainability within our strategy

In our Annual Report and Accounts, we highlight the pivotal role of sustainability within our business strategy and operating model.

The annual report encompasses both financial and non-financial ESG metrics, incorporating the Task Force on Climate-related Financial Disclosures (TCFD) and Streamlined Energy and Carbon Reporting (SECR) frameworks.



Discover more in our 2025 Annual Report
www.zigup.com/investors/results-reports-and-presentations/



Reporting on sustainability

This annual progress update is part of a comprehensive sustainability reporting framework that details our governance processes, commitments, performance and future strategy.

The reporting framework is structured into five sections on the Company website.

- Sustainability governance.
- Sustainability strategy.
- Climate action.
- Engagement and materiality.
- Data and disclosures.



Discover more at
www.ZIGUP.com/sustainability




Our commitments.

The environmental, social and governance commitments we have set outline our ambitions around reducing environmental impact, fostering positive social outcomes, and upholding our responsibility as a business.



Environmental.



Impact reduction

-  Embed circular economy principles in our operations and procurement.
-  Reduce environmental impact across our estate.
-  Work with key suppliers to set sustainability targets.




Climate change

-  Achieve a **10%** absolute reduction in Scope 1 and 2 emissions by **FY2027**.
-  Enabling a just transition towards low-carbon mobility and net zero operations.



Social.




Recruitment and development

-  Recruit and nurture talent from diverse communities.
-  Continue to build on the success of our multi award winning early careers programme.
-  Continue to invest in vehicle repair training technology and facilities.

Health and wellbeing

-  Work towards the goal of no harm or injuries.
-  Foster a mutually supportive, healthy and rewarding workplace.



Social impact

-  Generate positive social impact in the community.


Governance.



Leadership and culture

-  Ensure effective Board oversight of ESG matters.
-  Foster ethical and responsible behaviour across the Group.

Customers and stakeholders

-  Foster a customer-centric culture to improve the customer experience.
- Reinforce sustainable value creation within our strategy.
- Maintain accountability by reporting on ESG impacts to our stakeholders.



Reducing environmental impact

Our environmental commitments

Carbon emission reduction
10% absolute reduction in Scope 1 and 2 emissions by 2027

Resource efficiency
Embed circular economy principles in our operations

Environmental management
Environmental impact reductions achieved across our sites

Working with our suppliers
Work with key suppliers to set sustainability targets

Climate change transition
Enabling a just transition towards low-carbon mobility



Environmental progress.

Reducing energy consumption and carbon emissions



23%
Reduction in carbon emissions

We have exceeded our target of a 10% reduction in Scope 1 and 2 carbon emissions by FY2027, achieving a 23% reduction.

99%
of the electricity used at our sites is from renewable sources

95%
of our company cars in the UK are either EV or Hybrid

92%
of UK sites have low-energy LED lights

Increasing resource efficiency and reducing impact

20,000
vehicle parts recovered in Spain valued at £3.3 million. The value of parts recovery has increased by 65% since FY2023

99%
of waste diverted from landfill in the UK. In Spain, this figure was 94%, up four percentage points since FY2024

+26%
increase in the purchase of green vehicle parts in the UK since FY2024

Transitioning to lower carbon mobility



80%
Increase in UK EV rentals
Our Drive to Zero programme is helping more customers to drive electric



10,400
EV chargers installed in the UK supporting the energy transition



23k
Helping to improve UK fleet operational efficiency and reduce fuel consumption.



For more details and other examples see www.zigup.com/sustainability/sustainability-strategy/environment/



Looking ahead to FY2026



Target achieved

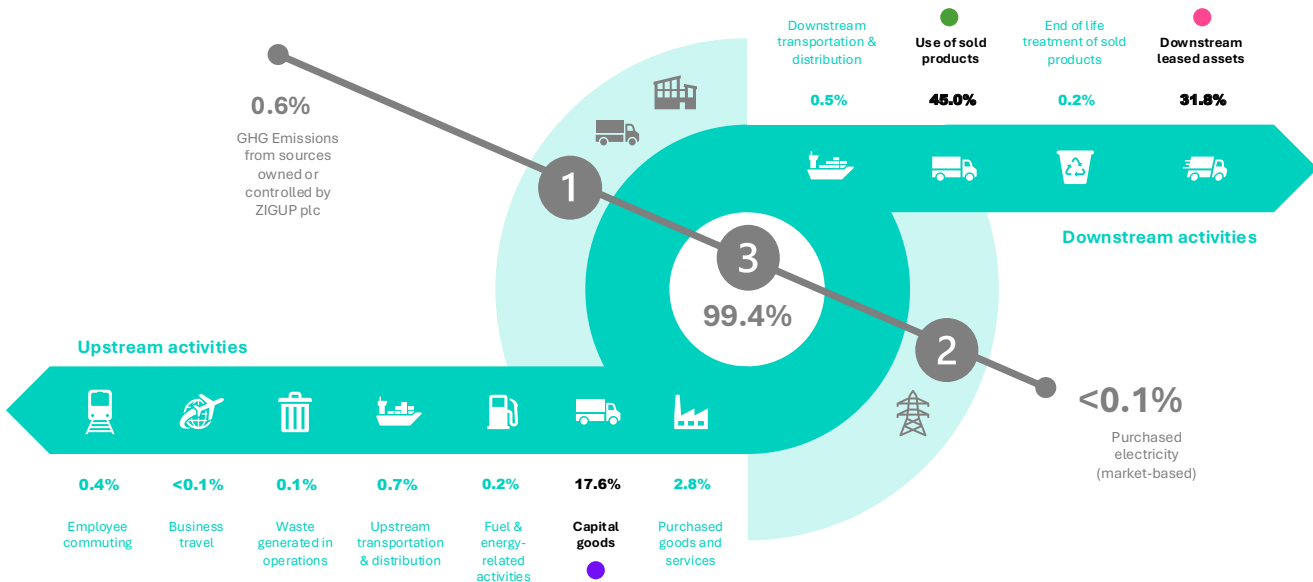
We surpassed our target of a 10% reduction in Scope 1 and 2 carbon emissions by FY2027, achieving a 23% reduction, two years ahead of schedule. We will be setting new Scope 1 and 2 GHG targets in FY2026.



Develop a transition plan

Our carbon footprint graphic shows that over 99% of our emissions come from Scope 3, our value chain. In FY2026, we'll publish a transition plan detailing our pathway to net zero, new carbon targets, and outlining our role in enabling the move towards a low-carbon economy.

Carbon emissions across our value chain



Scope 1&2 carbon footprint

GHG, source (tCO ₂ e)	FY2022	FY2025	% difference
Vehicles	10,102	9,667	-4%
Natural gas	5,342	5,160	-3%
Electricity (market-based)	4,442	289	-93%
Other fuels	546	598	10%
Refrigerants	128	119	-7%
Total	20,560	15,832	-23%

Key Scope 3 categories

- Capital goods**
The embodied emissions within the vehicles we purchase.
- Use of sold product**
The expected emissions from the vehicles we sell for the remainder of their working life.
- Downstream leased assets**
The tail-pipe emissions from our vehicle fleet when being driven by customers.



FY2025:
The progress
we made
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Environmental commitments



Develop a climate change transition plan outlining how we will become net zero by 2050 or sooner and enable a just transition towards low-carbon mobility, supporting our customers to achieve their net zero aspirations.

Our Drive to Zero programme is helping more customers adopt electric vehicles (EVs) for their fleets, with EV rentals increasing by **80% in the UK**.

We increased the proportion of EV/Hybrids in our rental fleet to 6%, with average carbon emissions per km of our rental fleet reducing by **2%** to **257gCO₂/km**.

We received awards for ‘Sustainability Mobility Solution’ in Spain and ‘Best Eco Initiative’ in the UK, recognising our EV leadership and position as a key enabler in the transition towards low-carbon mobility.

In Spain, vehicle telemetry installations increased **23%** on the prior year. We provide these solutions to improve fleet operational efficiency and reduce fuel consumption. In FY2026, we will look to further improve the telemetry system to achieve more reliable data across the active fleet. In the UK, there was a **9%** increase in telematics installations in vehicles with active units now standing at approximately **23,000**.

Installed **10,400** EV chargers for UK customers to support the energy transition, up **57%** since FY2023.

Northgate Spain has expanded its network of EV chargers by **223%**, with a total of **70** chargers serving **140** parking spaces at its branches, all supplied with **100%** renewable electricity.

Two courses on efficient driving and transitioning to EVs were conducted for customers in Madrid and Barcelona. The training helped **40** attendees decrease fuel consumption while also enhancing road safety.

Advance the telemetry systems in the active fleet in Spain to enhance reliability and data evaluation for greater insights and efficiency gains.

Undertake foundation-level carbon literacy training across the organisation to enhance our colleagues’ understanding of the implications of climate change and the actions they can take to lower their own carbon emissions.



Drive transformational change across the Company to achieve a **10% absolute reduction in Scope 1 and 2 emissions by 2027**. Ensure that **100% of the electricity we consume is renewable by 2027**.

We have exceeded our target of a **10%** reduction in Scope 1 and 2 carbon emissions by FY2027, achieving a **23%** reduction, two years ahead of schedule.

We saw a **31%** improvement in our Scope 1 and 2 carbon intensity compared to FY2022, measured relative to our revenue*.

99% of the electricity used at our sites is from renewable sources, up from **64%** in FY2024.

95% of our company cars in the UK are either EV or Hybrid because of our forward thinking company car policy.

92% of UK sites have low-energy LED lights as a result of our continued investment in energy efficiency.

From FY2022 to FY2024 **1,092** kilowatt peak (kWp) of solar panels were installed across **57%** of Northgate’s branches in Spain. These 17 solar arrays contributed towards **687** MWh of renewable energy being generated in FY2025.

Energy and carbon reporting

The complete reporting of greenhouse gas emissions, energy consumption and energy efficiency actions can be found on page 72 of our FY2025 Annual Report and Accounts.



Discover more at www.ZIGUP.com/sustainability



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Environmental commitments



Embed circular economy principles in our procurement strategy and operations to minimise waste generation and achieve zero waste to landfill by 2025.

We produced **6,210** tonnes of waste in the UK&I and Spain. In the UK, **99%** of this waste was diverted from landfill, while in Spain, this figure was **94%**, up four percentage points from FY2024.

There was a **26%** increase in the purchase of green vehicle parts in the UK from FY2024.

Our Spanish operations recovered approximately 20,000 vehicle parts valued at **£3.3** million. The value of parts recovery has increased by **65%** since FY2023.

In the UK, we performed **8,300** plastic fusion welding repairs, significantly reducing waste and enhancing resource efficiency.

Saved **c.165** tCO₂ through the reprocessing of the **346,000** litres of oil. All used oil collected from ZIGUP sites in the UK is reprocessed into base oil to produce new carbon-efficient lubricating oils.

Establish a working group to reduce environmental impact and promote the adoption of circular economy principles in vehicle accident repair.

Improve the identification and ordering of green parts in the UK using a third-party IT platform.

Case study

Discover more
On our website

Repair over replace

Repairing plastic bumpers and fittings.



Case study

Discover more
On our website

Parts recovery centre

Recovering and reusing car parts.



Case study

Discover more
On our website

Waste oil to base oil

Collecting used oil and reprocessing it.





FY2025:
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Environmental commitments



Continually develop our management systems to achieve environmental impact reduction, minimise water consumption and enhance biodiversity across our estate.

Water consumption across the Group was **158,900 m³** in FY2025. We are able to publish this figure for the first time due to improvements to our environmental data collection processes.

In the UK, **73%** of the organisation is now certified to ISO 14001, as we expanded our coverage to include Blakedale, FridgeXpress, and ChargedEV (based on headcount).

Our Spain business has eight vehicle-wash water-recycling units in operation, helping to save water.

96% of the products used to clean tools in Spain are recycled or reused, contributing to a more sustainable operation.

Planted **1,000** trees in our continued support for the Northgate Forests initiative in Spain. Launched in 2022, this initiative has planted a total of **4,000** trees, thereby mitigating approximately **700 tCO₂** over the past four years.

Further improve the measurement, automation, and control of branch-specific energy, water, materials consumption, and waste treatment data.



Work with key suppliers to ensure they are setting environmental and social sustainability targets and providing us with products or services that can help to reduce our environmental impact.

Recovered, re-purposed and recycled **741** tonnes of tyres in Spain, working in partnership with a supplier.

Working in conjunction with their paint supplier, FMGRS introduced a new automotive paint scheme which reduces the coating layers by **40%**, and so reduces paint line throughput.

FridgeXpress has partnered with a parts supplier to ensure that vehicle parts, such as doors and footsteps, removed during the conversion process are collected for reuse instead of being recycled.

In the UK, **546** tonnes of used tyres were converted into Tyre-Derived Fuel, which is used predominantly in the cement industry, as a lower carbon alternative to fossil fuels.

Strengthen our focus on material ESG risks and impacts during supplier due diligence assessments and onboarding.

Develop a procurement competency matrix to support the improvement of ESG knowledge, skills and behaviours across our teams.



Supporting our people and communities

Our social commitments

Health and safety

Work towards the goal of no harm or injuries

Diversity and inclusion

Recruit and nurture talent from the communities we serve

Charity and community

Generate positive social impact in the community

Early careers

Invest in the development of an early careers programme

Technical skills

Invest in vehicle repair training and technology



Social impact.

Key impacts:



Internal vacancies

33%

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

Our accident frequency rate

7%

reduction in our accident frequency rate in the previous three years from 1.78 (FY2023) to 1.66 (FY2025)

Voluntary attrition

6%

decrease in voluntary attrition demonstrating our improved colleague offering

EV training

1,350

colleagues trained in Spain, with a focus on EV repair, forklift operation, time management, and planning

Apprenticeship numbers

30%

increase in Group apprenticeship numbers from FY2024

People engagement score

75%

overall colleague satisfaction. The colleague engagement survey again saw high levels of participation at over 80%

Benefits

£500

of free shares issued to eligible colleagues. Increased awareness of benefits offering for colleagues and holiday trading scheme launched in the UK. In Spain, 40% made purchases on the wellness platform



Received the King's Award for Enterprise

It recognises businesses that have developed successful programmes that support people from disadvantaged backgrounds in improving their job skills and opportunities.



Discover more at www.ZIGUP.com/the-kings-award-for-enterprise/



FY2025:
The progress
we made
this year

Social commitments



We recruit and nurture talent from diverse communities, offering progression routes that provide opportunities for all our people to realise their potential.

Awarded the **King's Award for Enterprise for Promoting Opportunity through Social Mobility** by creating opportunities for individuals from diverse backgrounds to advance in the automotive industry.

182,000 training hours delivered in FY2025, following four years of significant investment into a Groupwide learning and development programme.

In the UK, **644** colleagues attended management and leadership courses, with an additional **1,495** colleagues attending short courses, predominantly management courses.

A **6%** decrease in voluntary attrition in FY2025 demonstrates the increasing strength of our colleague offering.

We continued to strengthened our partnership with **Treloar's School for the Disabled**, welcoming students into the organisation through placement opportunities, helping them gain valuable independence and career exposure.

We are a proud signatory of the **Care Leavers and Armed Forces Covenant**, offering opportunities and recruitment channels where diverse talent can flourish.

We have enhanced our talent management strategy to build a stronger and more diverse leadership pipeline. Our focus is on driving performance, engaging employees, creating career pathways, and promoting from within. Currently, **one-third** of our positions are filled internally.

Develop advanced career pathways, expand access to mentoring, and foster a high-performance culture through enhanced manager capability building.

Gather colleagues from all areas of the organisation to discuss and share insights on issues related to equity, diversity, and inclusion. Utilise the knowledge gained from these discussions to inform our strategies and policies, with the aim of fostering a more inclusive environment.



Continually invest in developing and promoting an early careers programme that attracts young people to our industry and provides them with an inspiring and rewarding career.

A **30%** increase in our apprentice and trainee numbers in the UK, Ireland, and Spain since FY2024: up to **524**, and an increase of over **94%** since FY2023.

78 new mentors trained through the Chartered Management Institute mentor training programme we developed in the UK in FY2024.

We utilised **£1.36m** from the Apprentice Levy in FY2025, a **68%** increase from last year. The expertise of our UK Learning and Development team enabled us to maximise our drawdown from the Levy.

We have reduced the average age of our technician population, now at **41** years compared to **54** years in FY2023, through the success of the early careers programme.

To enhance the apprentice experience, we launched a new Technical Skills Competition, aligned with the IMI World Skills framework. This ran alongside our first Apprentice of the Year Awards and two graduation events, celebrating **35** newly qualified apprentices.

To inspire the next generation of automotive technicians, our Early Careers team reached over **4,200** students through careers fairs, school engagement events, and digital panels, such as Thrive Apprenticeship Live, which was streamed to **26** schools.

Expand the Early Careers pipeline by introducing additional technical disciplines.

Increase the number of individuals supported through social mobility initiatives to enhance community impact.

FY2026:
What we
plan to do



FY2025:
The progress
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Social commitments



Stay at the forefront of automotive advancements by continually enhancing the expertise of our technicians and investing in vehicle repair technology and facilities.

A **54%** increase in Northgate UK training days due to substantial face-to-face and e-learning training, with a strong emphasis on EV technologies and foundational technical skills.

Recognition as a finalist for the IMI Contribution to the Work award highlights Northgate UK Academy's growing industry impact.

9,000 hours of training provided in our bodyshop repair business, focused on EV technologies and sustainable repair solutions.

Northgate Spain has trained over **1,350** colleagues in the past year, with a focus on EV repair, forklift operation, time management, and planning.

Investments in ADAS calibration and plastic repair are ensuring our workforce meets the latest standards and customer needs.

UK technical training facilities are now being utilised to support our customer network, with training carried out for utility and contracting organisations.

Work towards delivering a 30% increase in the technical training provided by Northgate UK's academies.

Launch a new career plan in Spain to provide a pathway for progression in workshop and bodyshop roles to support talent retention and development across the region.



Encourage and support our people to generate positive social impact in their communities, through volunteering and working in partnership with local charities.

Awarded the 'Bringing Success to Darlington' Stronger Communities Award by Darlington council, recognising our long-term commitment to investing in and supporting the local community in the North East.

Developed a volunteering policy to outline how we will manage and support our colleagues to volunteer for and support charities.

A Charity Forum has been formed in the UK, aiming to boost colleague involvement in charitable initiatives and help support local causes more effectively.

Our Northgate Spain team organised a collection of medicines and essential health products to help Ukrainian families, personally delivered by one of our colleagues in our vans.

Northgate Spain has partnered twice with the Menudos Corazones Foundation in FY2025, on the 'Walking to Santiago' initiative for young adults over 18 with congenital heart defects.

Develop and implement a UK-wide employee charity playbook to supplement the volunteering policy, which will guide our colleagues on the charitable activities in which they can get involved in.



FY2025:
The progress
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FY2026:
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Social commitments



Health and safety is our top priority. We continually work towards the goal of no harm or injuries, supporting positive behaviours across our business.

- Our AFR of **1.66** in FY2025 has reduced by **7%** over the last three years (FY2023, **1.78**).
- To foster a proactive safety culture, we intensified site audits, conducted targeted management training, and engaged leadership more directly in health and safety matters.
- We have expanded ISO 45001 certification coverage in the UK to include Blakedale, FridgeXpress, and ChargedEV, with **73%** of the organisation now certified based on headcount.
- Communication was improved by conveying key safety messages through various channels, including management briefings, toolbox talks, HSE Committee meetings, posters, and our intranet.
- We carried out regular medical surveillance in our vehicle repair shops to protect our colleagues from preventable health risks.
- We promoted our Keep Safety REAL initiative and awards scheme to reinforce positive safety behaviours, foster a strong safety culture, and drive continuous improvement.

Continue to reinforce the importance of enhancing hazard identification, promoting well-being, and ensuring regulatory compliance through fostering a proactive safety culture.



The mental, social and financial wellbeing of our people is important to us. We are committed to fostering a mutually supportive workplace where our people feel engaged, rewarded and recognised for their efforts.

- In the UK, over **80%** of colleagues feel valued by their manager, and inclusivity is strong. In Spain, **83%** intend to stay with ZIGUP for the next two years, and **88%** believe in the Company's future success.
- Increased awareness of benefits led to **75%** of UK colleagues enrolling in the Benefits HUB, with a **4%** rise in uptake. In Spain, **57%** of colleagues registered, and **40%** made purchases on the wellness platform.
- In FY2024 we introduced Wagestream, a platform to improve UK workers' financial wellbeing. By the end of FY2025, **33%** of colleagues had enrolled on the platform with £625k of savings built up by the end of FY25.
- In Spain, our Northgate Savings Club offers colleagues a wellness platform with discounts and personalised offers. To date, **57%** of employees are registered, and **40%** have made a purchase.
- We improved our mental health initiatives by expanding the Mental Health First Aider training, which trained around **100** individuals in the UK.

Continue to enhance our benefits and support colleagues' financial wellbeing so that our colleagues feel rewarded and recognised for their efforts.

We will empower our colleagues to take control of their retirement planning by transitioning to a Master Trust pension. This change is expected to enhance the financial well-being of many by unlocking tax and national insurance savings.



Growing our business responsibly

Our governance commitments

ESG oversight

Ensure effective Board oversight of ESG

Sustainable value creation

Reinforce sustainable value creation within our strategy

Responsible culture

Foster ethical and responsible behaviour across ZIGUP

Customer First

Foster a customer-centric continuous improvement culture

Stakeholder engagement

Maintain accountability by reporting on ESG impacts to our stakeholders



Governance and accountability.

Key achievement:

Board evaluation

Undertook an internally facilitated evaluation of the Board and committees, concluding that they are highly effective and all Directors exhibit key strengths.

Diversity

10%

The Board met the diversity targets outlined in the FTSE Women Leaders Review and the Parker Review, and they set a **10%** ethnic diversity target by FY2027 for the Executive Committee and direct reports, with succession plans developed and agreed.

Sustainability committee

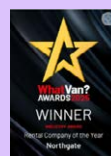
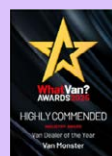
The Sustainability Committee met on four occasions in the year. Its goal is to assess the significant issues affecting our ability to generate economic, environmental, and social value.

Customer experience rating

4.6 out of 5

Our continued efforts to improve our service by fostering a customer-centric culture have resulted in the Group's customer experience rating increasing to **4.6** out of **5** and a NPS score of **64**, which is considered excellent for our industry.

Notable awards won in the year



Sustainability Committee

We established our first Sustainability Committee in FY2023, chaired by the CFO and supported by our Head of ESG. The Committee comprises senior representatives from across the organisation. The Chair of the Committee serves as a direct link between the Committee and the Board in delivering the sustainability programme.

The Sustainability Committee met four times during the year. Its goal is to assess the significant issues affecting our ability to generate economic, environmental and social value. The Sustainability Committee evaluates the steps to address significant risks and opportunities and recommends alternative programmes to improve social and environmental performance.

Committee responsibilities	FY2025 actions
Evaluate the material issues that impact our ability to create economic, environmental and social value.	<ul style="list-style-type: none">• Approved the DMA programme and deliverables.• Analysed the strategically significant issues captured as part of the early DMA information gathering process.• Reviewed the ESG communication plan for the organisational wide socialising of the ESG Framework.
Review the approaches adopted to systematically address material risks and opportunities, and propose alternative programmes of activity, to improve social and environmental performance.	<ul style="list-style-type: none">• Fully briefed on the people strategy, inclusive of work programmes for: health and safety, wellbeing & recognition, DE&I and early careers and technical training.• Updated on the outputs of the Data and Motility working group, including the methodology to assess service vehicle suitability and changes to Scope 3 measurement.
Evaluate the degree of progress being made to achieve stated commitments, targets and positive sustainability outcomes.	<ul style="list-style-type: none">• Considered the appropriateness of the methodologies to be used to set the new carbon reduction targets.• Approved the formulation of a new working group, aimed at reducing the environmental impact of vehicle accident repair.• Updated on the ESG programmes in Spain aimed at advancing ESG commitments.

Double Materiality Assessment (DMA)

We are midway through a 12-month process to conduct a double materiality assessment. The outputs of the assessment will inform our ESG approach and provide clarity on the expected disclosures required under the CSRD reporting framework.

A crucial part of the assessment involved identifying significant strategic ESG aspects, the most relevant of which are outlined on page 31 of the FY2025 Annual Report. The identified strategic ESG aspects will provide a framework for assessing the final list of material impacts, risks, and opportunities.

Prioritisation

A DMA moves beyond financial risks to evaluate the broader social and environmental impacts, both positive and negative, of business operations. The double materiality assessment will enable us to prioritise what is truly important, streamlining our corporate reporting to ensure it is both pragmatic and proportionate. Recognising the connection between financial and non-financial impacts will enable us to anticipate future risks and opportunities, guiding strategic decisions, resource allocation and capital allocation.

Stakeholder engagement

The second phase of the DMA will involve extensive internal and external stakeholder engagement to gain insight on the relative importance of ESG relate impacts, risks and opportunities. Not only will this engagement ensure the process is robust and credible, but it will also demonstrate our commitment to openness and accountability.





Customer First

Our commitment is to communicate clearly and effectively with our customers, ensuring we understand their needs and expectations. We endeavour to foster a customer-centric culture that continually improves the customer experience and drives positive outcomes.



Enhancing the customer experience

Our business model is centred on delivering a customer experience which differentiates us from our peers and, through this, develops long-term, trusted relationships with our partners and customers.

Over the past year, we have placed great emphasis internally on simplifying the customer journey. Northgate UK&I improved efficiency for colleagues and customers by streamlining customer interaction processes and enhancing collaboration across departments. This reduced unnecessary tasks and allowed teams to focus on customer service, keeping customers better informed about fleet maintenance.

Northgate Spain created specific business-to-business (B2B) and business-to-customer (B2C) journeys, identifying all contact points within the service lifecycle. In addition, the combination of a new CRM system and the launch of the enhanced auction disposal site brings much greater functionality and insight to support customer engagement, as they expand their customer base.

In the UK and Ireland, there has been significant adoption by policyholders of our new self-service portals for direct hire and repair solutions, which is being rolled out to more partners. Four additional insurance partners have joined our claims protocol to benefit from the operational efficiency of our dedicated portal and automated processing.

64
Net Promoter Score

FY2025: Progress

The Group's customer experience rating increased to **4.6 out of 5** and a NPS score of **64**, through our continued efforts to improve our service by fostering a customer-centric culture.

There was a notable increase in NPS in the B2C segment in Spain (+**16.7** percentage points compared to FY2024), resulting in an average satisfaction score of **8.51**. In the B2B sector, although NPS growth was more moderate (+**4.3** p.p.), a positive trend continued, with overall Company satisfaction improving to **8.29** (+**0.9%** year on year).

Northgate UK&I embraced its Customer First programme, embedding it into every interaction with our customers. Their Trustpilot score has significantly improved from **3.85** in FY2022 to **4.9** in FY2025.

Northgate Spain has received the 'Excelente' quality endorsement stamp from the Madrid Government. The award was given in the Purpose category, recognising the Company's business strategy, which is aligned with its core mission and aims to provide its customers with flexible and comprehensive mobility solutions through excellent service.

FY2026: What we plan to do

Northgate UK&I will enhance Customer First training, roll out a 'Say it, Mean it, Do it' programme and relaunch their service promise, to provide greater clarity on their overall proposition and what customers can expect from them.

Ongoing projects to be completed in FY2026 to optimise ways of working across the customer service centre network, improving the customer journey and increasing productivity.



Governance commitments

Ensure effective Board oversight of ESG matters, including integration into strategic decision-making processes and risk management.

Reinforce sustainable value creation within our strategy, linking this to remuneration targets and outcomes.

Build trust with stakeholders through an operating environment and compliance framework that fosters ethical and responsible behaviour across the Group.

Engage with our stakeholder groups to deliver long-term value aligned with their expectations. Maintain accountability by reporting on the inward and outward financial, social and environmental impacts of our operations.

FY2025:
The progress
we made
this year

We undertook an internally facilitated evaluation of the Board and committees, concluding that they are highly effective and all Directors exhibit key strengths.

The Board met the diversity targets outlined in the FTSE Women Leaders Review and the Parker Review, and they set a 10% ethnic diversity target by FY2027 for the Executive Committee and direct reports, with succession plans developed and agreed.

We completed the initial phase of work on a double materiality assessment as part of our efforts to prepare for CSRD reporting requirements and inform our ESG approach and reporting disclosures.

In line with our commitment to long-term value creation, sustainability goals were again integrated into the annual bonus targets for the CEO and CFO. 25% of their bonuses were linked to strategic and non-financial objectives, like GHG reduction.

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

ZIGUP is a member of various industry organisations in the UK and Europe. In the UK, we have a prominent voice in the BVRLA concerning issues related to commercial vehicle regulations. Additionally, in Spain and Ireland, we are active members of FENEVAL and the Society of the Irish Motor Industry (SIMI).

Spain produced its second State of Non-Financial Information report, referred to as 'EINF', in which they provided information about their performance in non-financial aspects, such as environmental sustainability, social responsibility, and diversity and inclusion.

FY2026:
What we
plan to do

Undertake the second phase of our double materiality assessment, quantifying and prioritising the long list of impacts, risks, and opportunities identified in the first phase. Following the completion of the DMA, we will conduct a gap analysis to assess the degree of information and data gathering required to report against the expected disclosures under the CSRD reporting framework.

Deploy an Enterprise Risk IT platform to enhance risk evaluation and inform strategic decision making.

The Nominations Committee will continue to oversee succession planning for Directors and senior management, as well as broader consideration of the leadership needs of the business and senior management development.

Global Reporting Initiative

The table below references the relevant GRI Standards including page numbers where they are contained in this Sustainability Progress Report or identified as being in the FY2025 Annual Report.

ESG Disclosure Framework			
GRI Disclosure 2021		Corresponding ZIGUP ESG commitment	Reporting location
Identifier	Description		
General Disclosures			
General Disclosures 2021, 2-2	Entities included in the organisation's sustainability reporting	Stakeholder engagement	Auxillis, ChargedEV, FMG, New Law, Northgate, Blakedale, Van Monster, Principia Law and FMG RS
General Disclosures 2021, 2-3	Reporting period, frequency and contact point	Stakeholder engagement	FY2025 Annual Report, page 204
General Disclosures 2021, 2-4	Restatements of information	Stakeholder engagement	Annual Report
General Disclosures 2021, 2-5	External assurance	Stakeholder engagement	FY2025 Annual Report, page 72 SECR and Scope 3 data
General Disclosures 2021, 2-6	Activities, value chain and other business relationships	Stakeholder engagement	FY2025 Annual Report, pages 8 and 26
General Disclosures 2021, 2-9	Governance structure and composition	ESG oversight	FY2025 Annual Report, page 84
General Disclosures 2021, 2-10	Nomination and selection of the highest governance body	ESG oversight	FY2025 Annual Report, page 92
General Disclosures 2021, 2-11	Chair of the highest governance body	ESG oversight	FY2025 Annual Report, page 86
General Disclosures 2021, 2-12	Role of the highest governance body in overseeing the management of impacts	ESG oversight	FY2025 Annual Report, pages 86 and 87
General Disclosures 2021, 2-14	Role of the highest governance body in sustainability reporting	ESG oversight	FY2025 Annual Report, page 84
General Disclosures 2021, 2-15	Conflicts of interest	Responsible culture	FY2025 Annual Report, page 90
General Disclosures 2021, 2-16	Communication of critical concerns	Responsible culture	FY2025 Annual Report, pages 88 to 91
General Disclosures 2021, 2-17	Collective knowledge of the highest governance body	ESG oversight	FY2025 Annual Report, pages 86 and 87
General Disclosures 2021, 2-18	Evaluation of the performance of the highest governance body	ESG oversight	FY2025 Annual Report, pages 92 to 95
General Disclosures 2021, 2-19	Remuneration policies	Sustainable value	FY2025 Annual Report, pages 102 to 121
General Disclosures 2021, 2-20	Process to determine remuneration	Sustainable value	FY2025 Annual Report, page 121
General Disclosures 2021, 2-21	Annual total compensation ratio	Sustainable value	FY2025 Annual Report, page 118
General Disclosures 2021, 2-22	Statement on sustainable development strategy	Stakeholder engagement	FY2025 Annual Report, page 28
General Disclosures 2021, 2-23	Policy commitments	Responsible culture	FY2025 Annual Report, page 74
General Disclosures 2021, 2-24	Embedding policy commitments	Responsible culture	FY2025 Annual Report, page 80
General Disclosures 2021, 2-26	Mechanisms for seeking advice and raising concerns	Responsible culture	FY2025 Annual Report, page 88 Whistleblowing Policy
General Disclosures 2021, 2-28	Membership associations	Stakeholder engagement	FY2025 Annual Report, page 26
General Disclosures 2021, 2-29	Approach to stakeholder engagement	Stakeholder engagement	FY2025 Annual Report, page 26

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ESG Disclosure Framework			
GRI Disclosure 2021		Corresponding ZIGUP ESG commitment	Reporting location
Identifier	Description		
Material topics			
Material topics 2021, 3-1	Process to determine material topics	Stakeholder engagement	FY2025 Annual Report, page 31
Material topics 2021, 3-2	List of material topics	Stakeholder engagement	FY2025 Annual Report, page 31
Material topics 2021, (Economic performance) 3-3	Management of material topics	Stakeholder engagement	FY2025 Annual Report, page 31
Material topics 2021, (Economic performance) 201-1	Direct economic value generated and distributed	Sustainable value	FY2025 Annual Report, pages 38 to 50
Material topics 2021, (Economic performance) 201-2	Financial implications and other risks and opportunities due to climate change	Climate change transition	FY2025 Annual Report, page 69
Material topics 2021, (Economic performance) 201-3	Defined benefit plan obligations and other retirement plans	Sustainable value	FY2025 Annual Report, page 149
Material topics 2021, (Economic performance) 201-4	Financial assistance received from government	Sustainable value	FY2025 Annual Report, pages 134 to 198
Material topics 2021, (Market presence) 3-3	Management of material topics	Our markets	FY2025 Annual Report, pages 12 and 13
Material topics 2021, (Procurement practices) 3-3	Management of material topics	Working with our suppliers	FY2025 Annual Report, page 8
Material topics 2021, (Anti-corruption) 205-2	Communication and training about anti-corruption policies and procedures	Responsible culture	FY2025 Annual Report, page 74
Anti-corruption			
Anti-corruption 2016, 205-3	Confirmed incidents of corruption and actions taken	Sustainable value	FY2025 Annual Report, page 88
Tax			
Tax 2019, 207-1	Approach to tax	Sustainable value	FY2025 Annual Report, page 98
Tax 2019, 207-2	Tax governance, control, and risk management	Sustainable value	FY2025 Annual Report, page 98
Tax 2019, 207-3	Stakeholder engagement and management of concerns related to tax	Sustainable value	FY2025 Annual Report, page 98
Energy			
Energy 2016, 302-1	Energy consumption within the organisation	Carbon emission reduction	FY2025 Annual Report, page 72
Energy 2016, 302-4	Reduction of energy consumption	Carbon emission reduction	FY2025 Annual Report, page 71
Energy 2016, 302-5	Reductions in energy requirements of products and services	Climate change transition	FY2025 Annual Report, page 37
Water and effluents energy			
Water 2018, 303-3	Management of material topics	Environmental management	Sustainability Progress Report, page 8

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ESG Disclosure Framework			
GRI Disclosure 2021		Corresponding ZIGUP ESG commitment	Reporting location
Identifier	Description		
Water and Effluents 2018, 303-3	Water withdrawal	Environmental management	Sustainability Progress Report, page 13
Biodiversity			
Biodiversity 2016, 304-3	Habitats protected or restored	Environmental management	Sustainability Progress Report, page 13
Emissions			
Emissions 2016, 305-1	Direct (Scope 1) GHG emissions	Carbon emission reduction	FY2025 Annual Report, page 72
Emissions 2016, 305-2	Energy indirect (Scope 2) GHG emissions	Carbon emission reduction	FY2025 Annual Report, page 72
Emissions 2016, 305-3	Other indirect (Scope 3) GHG emissions	Climate change transition	FY2025 Annual Report, page 72
Emissions 2016, 305-4	GHG emissions intensity	Carbon emission reduction	FY2025 Annual Report, page 72
Emissions 2016, 305-4	Reduction of GHG emissions	Resource efficiency	FY2025 Annual Report, page 72
Waste			
Effluents and waste 2016, 306-1	Waste generation and significant waste-related impacts	Resource efficiency	Sustainability Progress Report, page 11
Effluents and waste 2016, 306-2	Management of significant waste-related impacts	Resource efficiency	Sustainability Progress Report, page 11
Effluents and waste 2016, 306-3	Waste generated	Resource efficiency	Sustainability Progress Report, page 11
Effluents and waste 2016, 306-4	Waste diverted from disposal	Resource efficiency	Sustainability Progress Report, page 11
Supplier Environmental Assessment 2016, 308-1	New suppliers that were screened using environmental criteria	Working with our suppliers	Sustainability Progress Report, page 13
Employment			
Employment 2016, 401-1	New colleague hires and colleague turnover	Wellbeing and recognition	FY2025 Annual Report, page 39
Occupational Health and Safety			
Occupational Health and Safety 2018, 430-1a	Occupational health and safety management system	Health and safety	Sustainability Progress Report, page 17

Overview

Environment

Social

Governance

Appendices



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ESG Disclosure Framework			
GRI Disclosure 2021		Corresponding ZIGUP ESG commitment	Reporting location
Identifier	Description		
Occupational Health and Safety 2018, 403-4	Worker participation, consultation, and communication on occupational health and safety	Stakeholder engagement	Sustainability Progress Report, page 17
Occupational Health and Safety 2018, 403-4	Worker training on occupational health and safety	Health and safety	Sustainability Progress Report, page 17
Occupational Health and Safety 2018, 403-9	Work-related injuries	Health and safety	Sustainability Progress Report, page 17
Occupational Health and Safety 2018, 403-8	Workers covered by an occupational health and safety management system	Health and safety	Sustainability Progress Report, page 17
Training and education			
Training and education 2016, 404-1	Average hours of training per year per colleague	Diversity and inclusion	FY2025 Annual Report, page 33
Training and education 2016, 404-2	Programs for upgrading colleague skills and transition assistance programmes	Diversity and inclusion	FY2025 Annual Report, pages 32 and 33
Diversity and Equal Opportunity			
Diversity and Equal Opportunity 2016, 405-1	Diversity of governance bodies and colleague	ESG oversight	FY2025 Annual Report, page 35
Local communities			
Local communities 2016, 413-1	Operations with local community engagement, impact, assessments, and development programmes	Charity and community	Sustainability Progress Report, page 35



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