

Sustainability continued

Our people



“The Group recognises the importance of communicating with all employees to help maintain trust and confidence between all parties.”

Engagement

The Group recognises the importance of communicating with all employees to help maintain trust and confidence between all parties. This is achieved by various formal processes and ad-hoc actions throughout the year. On a formal basis, our CEO conducts bi-annual all-staff briefings and meetings are held throughout the year between employees and their line managers to ensure that personal objectives are aligned with the Group’s strategy and that development needs and career aspirations are identified. Based on local requirements, weekly, monthly or quarterly management team meetings are held to provide a forum for Group updates. Internal announcements are issued on a regular basis and include business updates, guidance on maintaining a safe working environment and matters of general interest. The Group’s website is used for the distribution of preliminary and interim announcements and press releases.

Through workforce engagement, the views of our employees are heard at Board level and are considered in Board discussions and decision making. To further support employee engagement, all employees are invited to participate in employee surveys.

Our vision and values underpin the Group’s strategy, processes and culture. Our vision is to ‘provide world-class innovative automation and vehicle application solutions created sustainably with passion by our people, delivering excellent products and services to our partners’. Our key values – customers, people, diversity, innovation, excellence and responsibility – ensure our behaviours, culture and personal values align with those of the business and enable us to continue to drive the strategy forward. Embedding our values across the Group was a continued focus for FY 2025, particularly in our recently acquired businesses. Values were introduced as part of our performance appraisal process in FY 2024 and managers are encouraged to discuss these with employees.

Equality, diversity and inclusion

We recognise that being a truly inclusive Group is crucial to our values and to our ability as a business to grow, innovate and attract and retain talent. Different experiences, views and opinions allow us to consider a range of options when making decisions, which we believe results in better outcomes for the business and for our stakeholders. We operate globally and recognise the cultural differences that may exist in the countries in which we do business. We do not tolerate any form of discrimination. We are committed to equality of opportunity in all our employment practices, procedures and policies. When we hire or promote someone, we choose the best candidate irrespective of age, race, national origin, disability, religion, sex, gender reassignment, sexual preference, marital status or membership/non-membership of any trade unions. All staff are provided with a safe, secure and healthy environment in which to work, regardless of where in the world they are located.

We aim to create an environment where the contributions of all staff are recognised and valued, and everyone is treated with dignity and respect. We do not tolerate any form of bullying or harassment within the Group. We apply the same standards when we select business partners. The Sustainability Committee is responsible for setting the Group’s approach to equality, diversity and inclusion.

As a Group, we believe training, development and progression opportunities must be available to all employees. We offer flexible working opportunities such as working remotely or part-time and flexible hours according to the requirements of the position.

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Equality, diversity and inclusion continued

While ability and aptitude remain the determining factors in the selection, training, career development and promotion of all employees, the Group is conscious that engineering continues to have inherent disadvantages for women and other under-represented groups. We have continued in our efforts to address these disadvantages during FY 2025, both in our role as a Corporate Partner to the Women's Engineering Society (WES) and via our partnership with Smallpiece Trust Arkwright Engineering Scholarship, in which we mentor 16-year-old students who are considering further education or a career in engineering.

The Board recognises the importance of inclusivity, with a focus on enabling our people to be at their best. This creates a culture that welcomes diversity of gender identity, ethnicity, age, disability, neurodiversity, sexual orientation, geography, social and cultural background and belief. We recognise the gender imbalance in the profession and have been working to improve the Group's gender mix. A significant proportion of the Group's workforce are engineers and technicians and this remains a continued area of focus, given the known under-representation of women in these roles globally. At present, women represent 18% of our overall workforce. The Board notes the recommendations of the Hampton-Alexander and Parker Reviews and the Financial Conduct Authority (FCA) in relation to increasing Board and Executive Committee (and direct reports) gender and ethnic diversity. We are proud to note that within the senior management team, the proportion of female representation is at 21% while the Group Board is at 50%, in line with these recommendations.

Set out opposite is an analysis of the Group's employees by gender at 31 August each year (excluding VadoTech Group due to data availability).

Key values

1 Customers

We create valuable partnerships with our customers through collaboration to understand and deliver their requirements.

2 People

We empower people by supporting and challenging each other to thrive. Integrity and respect are at the forefront of everything we do.

3 Diversity

We recognise the importance of strengthening, improving and enriching our culture and practices through diverse opinions, skills and people.

4 Innovation

We inspire creativity by giving people the space to challenge the 'now' and engineer for the future.

5 Excellence

We are never satisfied with the status quo. We invest in our people, products and processes by encouraging learning and self-enrichment to deliver world-class services and products to our customers.

6 Responsibility

Personal ownership and commitment to ourselves, our customers, our shareholders and the environment. We are always looking for opportunities to improve the sustainability of our operations.

Further details on the Group's engagement with stakeholders, including the material topics discussed with investors and corporate governance bodies, are contained in the Section 172 statement on pages 54 and 55.

Employees by gender

	2025			2024		
	Male	Female	Prefer not to say	Male	Female	Prefer not to say
Board	50%	50%	—	60%	40%	—
Executive Committee	87%	13%	—	83%	17%	—
Senior management	79%	21%	—	79%	21%	—
Other employees	81%	18%	1%	82%	17%	1%
All employees	81%	18%	1%	82%	17%	1%

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Attracting and retaining young talent

Attracting and retaining young talent within the Group are key strategic elements of ensuring the sustained growth of the business for the future. After introducing our graduate scheme in FY 2022, we have gone on to successfully place one graduate, one degree apprenticeship and two apprentices.

Additionally, three students completed a placement year with ABD Solutions during the year. DRI has a consistent flow of placement students assisting in its Human Factors department.

AB Dynamics, Inc. has established an internship partnership with Kettering University in Flint, Michigan. To date two students, one per semester, have successfully completed two rotations with us.



Mentoring through the Arkwright Scholarship has been a rewarding experience, offering the chance to support a talented student over the course of a structured programme. My mentee's enthusiasm and curiosity have made each interaction meaningful, particularly their visit to ABD, where they gained insight into both what we do and why it matters. As my first mentoring role, it's also helped me reflect on where I want to focus my energy and how I can contribute beyond my immediate responsibilities.

Jack Hines, Arkwright mentor

Nicholas Rees and Evan Pampreen, both sophomores pursuing engineering degrees, have made significant contributions during their internships. Their performance has consistently exceeded expectations, and they have demonstrated strong technical growth and professionalism.

Building on this success, we aim to expand the programme across North America in collaboration with our partner companies. Notably, Nicholas will begin his third working semester with DRI at their test facility in California, where he will apply the skills and knowledge gained at AB Dynamics, Inc.

We also continued our summer placements this year with five students completing internships across the Group.

Talent and career development

The Group remains committed to attracting and retaining key talent and supporting their ongoing career development through life-long learning. This provides benefits for both the Group, through a more highly skilled workforce, and the individual employee, who gains both qualifications and experience that they can use to further their career whilst with the Group and in any future roles elsewhere.

The Group's talent mapping and succession planning processes have continued to play a key role in facilitating employee development and enabled a significant proportion of employees to take on wider responsibilities either through formal promotional opportunities or growth in current roles during the year.

Targeted leadership training is also an integral part of ensuring our workforce remains engaged and innovative, whilst enabling the Group to grow a diverse pipeline for key roles and leadership positions. For twelve employees globally, the Group's second Professional Development Programme (PDP) ended in July 2025. Delegates presented to the Board during the closing event on their journey through the programme sparking inspiring and innovative discussion.

Retention

Average number of employees by region

In recent years, our continued efforts to develop our talented employees and enhance staff engagement and wellbeing have resulted in consistently strong retention rates. Average length of service is currently four years, with annual employee turnover at 13% (2024: 12%) across the Group (excluding VadoTech Group due to data availability).

Annual employee turnover by year

	2025*	2024**
Total annual employee voluntary turnover (no.)	32	43
Total annual employee voluntary turnover (%)	8%	12%
Total annual employee turnover (no.)	80	80
Total annual employee turnover (%)	13%	12%

* Bolab data not included as recently acquired.

** VTS data not included as recently acquired.

The Group has continued to make a proactive effort to promote internal applications for open positions and, as a result, 25% of vacancies were filled by internal candidates during the year, excluding promotions. This has been supported by the ongoing implementation of talent mapping processes.

Annual performance evaluations are undertaken as part of the Group's Performance Excellence Cycle. Where recent acquisitions have occurred, this is implemented as part of the integration plan. DRI introduced its formal performance review process in FY 2025 and VadoTech Group and VTS will follow in FY 2026. Salary reviews are aligned with performance evaluations to ensure employees are paid fairly and correctly for the duties they perform. All employees have the opportunity to benefit from a discretionary performance based bonus with the exception of some employees within recent acquisitions.

We continually review our benefits and total compensation packages across the Group. We offer a comprehensive range of benefits to our staff which reflect local regulations and market practices and, where appropriate, include annual performance related bonuses, employer matching contributions into retirement schemes, life insurance, income protection and private health cover. Through a detailed benchmarking exercise, we can confirm that these packages are above or in line with local market regulations and the competitive environment within which we operate.

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Retention continued

Annual employee turnover by year continued

We also have other forms of workplace recognition in place. We regularly organise social events to celebrate success and to highlight key achievements within the Group as well as workplace employee appreciation efforts.

Training opportunities

The Group is committed to ensuring that all employees have access to the training required to support their skills and career development.

100% of employees received training in FY 2025 (2024: 100%) and courses taken during the year included: Introduction to Systems Engineering, Simulink Model Management and Architecture, INCOSE Systems Engineering certification, Level 4 Customs Practitioner Award and Prince2 Foundation.

Globally, our mandatory compliance training modules include: anti-bribery and corruption, cybersecurity awareness, Display Screen Equipment (DSE) training, manual handling, mental health awareness for employees and managers, modern slavery, customer service, bullying and harassment for managers, health and safety essentials and equality, diversity and inclusion modules.

Graduates and apprentices

Maintaining an inclusive pipeline of talent is at the core of our sustainability strategy and is key to fulfilling our future customer requirements. We offer a range of opportunities and tailored programmes to early career starters with hands-on experience and training, equipping the new generation of employees with the right skills and ensuring that knowledge is retained within the business. We partner with local schools, colleges and universities, offering interesting and rewarding apprenticeships, placement schemes and work experience.



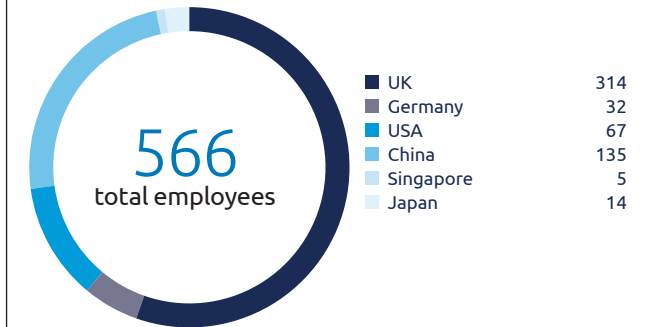
My experience at ABD was very rewarding and eventful. I was lucky to join when a new project started, which required significant development of our Ground Traffic Control software in a short period of time. I was able to see the progression of the application, in conjunction with the other ABD products, for this bespoke solution. Joining a small team of experienced Senior and Lead Software Engineers allowed me to quickly learn and adapt using their in-depth knowledge. I developed my personal skills and confidence from participation in daily catchups, meetings, code reviews and wider meetings to discuss the project progression.

Trinity Akehurst (pictured left),
Software placement year engineer

As of 31 August 2025, two graduates are enrolled in our two-year graduate scheme. The rotational graduate scheme is a structured training programme aimed at equipping graduates with both soft skills and technical development opportunities across the business. In FY 2025, we also offered work experience in the UK to a local school.

As the Group's global presence grows, ensuring that high-quality early career opportunities are available to all is a key focus. The Group aims to actively expand the reach of work experience, apprenticeship and graduate programmes to more young people from lower social economic backgrounds, to help increase social mobility in the local communities in which it operates.

Average number of employees by region



Working as an apprentice at AB Dynamics has helped me develop skills in electrical engineering and confidence within the workplace. The guidance and support from my manager and colleagues have made it a truly rewarding experience. AB Dynamics has given me the opportunity to learn whilst making meaningful contributions, allowing me to gain valuable knowledge and experience throughout my apprenticeship.

Harvey Lambert, Electrical apprentice

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Community partnerships

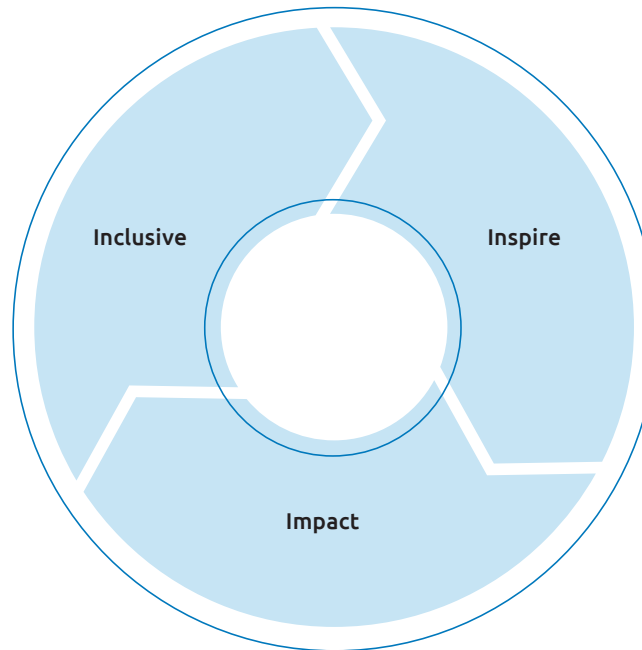
Sustainability strategy

To advance our social agenda and maximise impact for our people and throughout our global community, our social agenda is centred on three core pillars which align to our mission and values. This foundation sets the stage to attract and retain diverse talent, engage with external stakeholders and improve inclusivity.

Underpinning our social change agenda are three pillars: Inclusive, Inspire, Impact. We continue to focus our partnerships with industries which are aligned to our primary ethos as a business and have a focus on environmental sustainability across the Group. The revised model represents the Group's growing global focus and continued ambitions to put sustainability at the heart of our business model.

Our model takes a holistic approach for sustained progress:

- **Impact** – We support and engage with local communities, the STEM network, education and charities, while remaining mindful of our footprint
- **Inspire** – We address the sector's talent pipeline by promoting apprenticeships, school outreach and professional development. We aim to attract and grow the best talent regardless of background
- **Inclusive** – We prioritise systemic change over metrics. Initiatives like the upcoming Mosaic Forum will foster openness, shared learning and a culture of fairness and respect



I have worked at AB Dynamics for over three years. I am a member of the GB Deaf Badminton team. We do not receive funding, therefore when we enter international tournaments the players need to fund themselves. I approached AB Dynamics for sponsorship and was able to enter with the England team into the 2025 European Deaf championships. There are two things I have learned along the way. One is that we often tend to focus on only the goal of something, but we should also appreciate and enjoy the journey, especially as this is often bigger than the goal itself. The second thing that I have found to be extremely helpful, is learning to be comfortable with being uncomfortable. This can be applied to most things, whether it's pushing yourself with learning, training, recovering from injury or even playing competitive sport. This was all possible with sponsorship from AB Dynamics and for that, I am deeply appreciative.

Peter Warman, Electronic assembly technician

