

Wincanton



**Innovating
for the
future**



Annual Review 2024

Contents

- 02 At a glance
- 04 Message from the CEO
- 05 Financial performance
- 06 Strategy
- 08 Strategy in action
- 18 Market review
- 20 Business model
- 22 Innovation
- 24 Sustainability
- 28 People and culture

Financial highlights

Revenue

£1,406.6m

2023: £1,462.0m

Net cash

£20.7m

2023: £13.2m

Underlying EBITDA

£109.6m

2023: £121.9m

(Loss)/profit before tax

£(44.9)m

2023: £38.2m

Underlying profit before tax

£58.5m

2023: £62.1m

Company highlights

19,225¹

colleagues

17.4m sq ft

warehousing space

6,700+

vehicles for which Wincanton is responsible

5,800

drivers

1. The average number of persons, including Directors, employed by the Group during the year.

Innovating for the future

Wincanton is at the heart of British supply chains and we are innovating for the future.

Our agile and innovative solutions, together with our collaborative and sustainable approach, make us a trusted partner who is relied on to deliver.

Discover how we are setting new standards in supply chains as we innovate for the future.



Wincanton is a leading British supply chain solutions company, providing business critical services for companies operating in the UK and Ireland.

What we do



Read more about our business model on pages 20 and 21

Our key sectors



eFulfilment

eCommerce-focused sector providing agile, scalable and bespoke supply chain solutions, including high volume eFulfilment, customer fulfilment centres and premium two-person home delivery for leading and fast-growing online and omnichannel brands in the UK.

Revenue **£277.3m**

Percentage of Group revenue **19.6%**

wincanton.co.uk/what-we-do/eFulfilment/



General Merchandise

Multichannel retail-focused sector providing essential supply chain solutions and logistics services to the UK's leading retailers, manufacturers and vendors.

Revenue **£382.0m**

Percentage of Group revenue **27.2%**

wincanton.co.uk/what-we-do/general-merchandise/



Grocery & Consumer

Food and drink-focused sector providing critical supply chain solutions and logistics services to the UK's leading consumer goods companies and grocery retailers.

Revenue **£500.2m**

Percentage of Group revenue **35.6%**

wincanton.co.uk/what-we-do/grocery-and-consumer/



Public & Industrial

Supply chain sector-specific solutions to a diverse customer base including infrastructure, defence, energy, healthcare, building materials and the public sector.

Revenue **£247.1m**

Percentage of Group revenue **17.6%**

wincanton.co.uk/what-we-do/public-and-industrial/



“A truly transformational year with milestone investments into Wincanton supply chain technology.”

James Wroath
Chief Executive Officer

I am pleased to reflect on a truly transformational year for Wincanton. The business completed milestone investments into technology. We acquired Invar Group (Invar), a leading UK based specialist in warehouse software, automation and controls. We also acquired exclusive evergreen UK and Ireland software rights for digital freight management technologies from Zeus, one of the fastest growing logistics-tech innovators in Europe. Both investments accelerate our strategic roadmap to become the leading supply chain technology partner to UK businesses.

Landmark new business implementations for customers including Sainsbury's and Marshalls, and major new business wins, including Tata Chemicals Europe and Jet2, have helped deliver a resilient revenue and profit performance in a continuing context of significant macro-economic headwinds. Meanwhile, our long term customer relationships continue to flourish with extensions and expansions of multiple contracts, including IKEA, Rheinmetall BAE Systems Land (RBSL), Howdens, Jewson and Jollyes.

The Group's portfolio of diversified customer contracts has been rebalanced away from closed book transport contracts, in favour of more commercially resilient open book transport contracts, and open and closed book warehousing.

Wincanton has continued to build on a market leading proposition in our foundation markets of Grocery & Consumer and General Merchandise, while targeting significant growth in markets well placed to benefit from structural trends in eFulfilment and Public & Industrial.

The acquisition of Invar represents a key milestone in Wincanton's strategic roadmap to create sustainable supply chain value through technology and automation. Invar adds people and technology to the Group that will enable us to deliver more robotics and automation projects at pace for customers. Several projects are already under way, focusing on autonomous mobile robot (AMR) deployment across Wincanton's existing blue chip customer base.

Wincanton further developed EyeQ this year, our digital transport planning and optimisation product. The acquisition of Zeus' software rights will enable Wincanton to enhance EyeQ through the integration of proven, market leading technology in subcontractor management.

The Group has reported revenue of £1,406.6m for the year ended 31 March 2024 (2023: £1,462.0m). Revenues from core activities (excluding closed book transport) were 0.2% lower year on year as the Group made sustained progress in exiting unprotected closed book transport contracts. The Group's full year underlying profit before tax was £58.5m (2023: £62.1m), ahead of market expectations and delivered against an external background characterised by acute macro-economic uncertainty with the pressures of high inflation and increased interest rates constraining consumer budgets and creating a volume based recession.

Finally, in the second half of FY24, Wincanton became the target of acquisition bid activity. This initially came from CEVA, and then subsequently from GXO Logistics, Inc (GXO). The Board recommended GXO's final cash offer of 605p per share, which represented a 104% premium. We were pleased that GXO recognised the very significant value inherent in this business and opportunity to realise that value for shareholders. The valuation was testament to the Group's compelling strategy, strong customer relationships and excellent people.

James Wroath
Chief Executive Officer



“Our FY24 results are testament to Wincanton's resilient business model in a macro-economic environment which has been characterised by a profound divergence of value and volume.”

Tom Hinton
Chief Financial Officer

Financial performance summary

	2024 £m	2023 £m	Change %
Revenue	1,406.6	1,462.0	(4)
Underlying EBITDA	109.6	121.9	(10)
Underlying EBITDA margin (%)	7.8%	8.3%	(7)
Net financing costs	(6.1)	(8.7)	(30)
Underlying profit before tax	58.5	62.1	(6)
Underlying profit before tax margin (%)	4.2%	4.2%	(2)
Non-underlying items	(103.4)	(23.9)	333
(Loss)/profit before tax	(44.9)	38.2	(218)
Income tax	5.3	(5.0)	(206)
(Loss)/Profit after tax	(39.6)	33.2	(219)

The Group has delivered a resilient financial performance in the year ended 31 March 2024 with revenue of £1,406.6m (2023: £1,462.0m), EBITDA of £109.6m (2023: £121.9m) and underlying profit before tax of £58.5m (2023: £62.1m). These results have been achieved against a challenging macro-economic backdrop characterised by high inflation, weakened consumer sentiment and a profound divergence of value and volume across the UK retail market.

Despite these external challenges we achieved revenue and profit ahead of market expectations¹ and the strength of our balance sheet and our cash generative business model mean we are well placed to seize the opportunities and face the challenges of the year ahead. Our strong cash position was highlighted again this year with closing net cash of £20.7m (2023: £13.2m).

During FY24, we also made landmark capability-enhancing investments in technology including the acquisition of Invar Group and the purchase of the evergreen UK and Ireland licences for Zeus. This is a key example of how the Group can deploy capital to propel its strategic priorities and capture value across the supply chain.

Our focus on capital deployment was refocused during the year as a result of the successful defined benefit pension scheme triennial valuation. The strength of the scheme enabled the Group to cease deficit bridging contributions and will enable our free cash flow to be directed towards value creation opportunities.

Non-underlying items included the costs incurred as part of the GXO acquisition, the impairment of Cygnia and the provisions for onerous contracts principally related to the two-person home delivery network. These items are shown as non-underlying items to reflect their 'one-off' nature and to assess the true underlying performance of the business as we continue to focus on creating sustainable supply chain value for our customers.

Tom Hinton
Chief Financial Officer

¹ Analyst consensus prior to de-listing was £1,385.0m revenue and £50.5m underlying profit before tax.

Our purpose

Great people delivering sustainable supply chain value.

Our strategic ambitions

To keep us focused and help us to measure our progress.

Growth ambitions

We look to profitably grow the business by developing our products and services, building new relationships, diversifying into different products and services and building on our market leading position in our foundation sectors.

wincanton.co.uk/what-we-do/

Technology ambitions

We design and deliver best-in-class warehouse automation, helping customers to navigate the supply chain challenges of tomorrow. We offer the broadest range of digital transport benefits, providing our customers with real time updates, powerful data insights and the most sustainable transport solutions.

wincanton.co.uk/why-wincanton/innovation/

People ambitions

We aim to provide an inclusive environment that supports our colleagues to be safe at work, and enables them to do their best for our customers and have the opportunity to have a positive impact on social value, while having fulfilling careers.

wincanton.co.uk/why-wincanton/our-people/

Sustainability ambitions

We have set ambitious goals to achieve net-zero by 2040, including to be carbon neutral for all our own non-transport operations from 2025.

wincanton.co.uk/sustainability/

Our strategic priorities

Our key strategic areas of focus drive positive gains across the business.



Great people who care about colleagues, customers and communities

Embed an inclusive culture, supporting the performance and growth of our colleagues, to attract and retain the most talented people in the supply chain industry.



Great technology to transform our industry

Develop innovative warehouse automation and digital transport solutions to deliver sustainable, resilient and future-proof operations for our customers.



Great operations delivering value for our customers

Enhance our focus on safety to deliver an efficient operating model, with excellence at its core, becoming more agile and easier for customers to engage with, while supporting our continued growth.

Delivering sustainable supply chain value

Strategic priorities	Progress in 2023/24	Highlights
<p>Great people who care about colleagues, customers and communities</p> <p>Read more on pages 28 to 31</p>	<ul style="list-style-type: none"> Continued development of our People Campus service sharing even more labour resources in geographical areas, offering people greater flexibility and our customers better peak resource coverage. Generation Logistics gold level sponsor. HR Excellence Awards winner for proactively recognising and embracing the benefits that a diverse and inclusive workplace brings to business growth. Wincanton's Million Hours Mission resulted in 304,000 social value hours to date (see page 26). Launched Shine, our inclusive recruitment programme. 	<p>83% uplift in the volume of applications for our early career schemes</p> <p>204 D&I champions embedded across the business</p>
<p>Great technology to transform our industry</p> <p>Read more on pages 22 and 23</p>	<p>EyeQ</p> <ul style="list-style-type: none"> Invested in EyeQ, digital transport control tower to drive efficiency and optimisation for transport operations. EyeQ allows us to provide 4PL services including planning, optimisation, procurement and supplier managed customer reporting. Signed an exclusive evergreen licence agreement with Zeus to provide optimal subcontracting in the UK and Ireland through the EyeQ platform. Alternative fuels investment to support our strategic goal of reducing carbon emissions, introducing electric vehicles for IKEA's London and the southeast of England home delivery customers and running 85% of the fleet that service Screwfix on hydrotreated vegetable oil (HVO). <p>Robotics and automation</p> <ul style="list-style-type: none"> Accelerating Wincanton's robotics and automation product roadmap to transform warehouse operations for our customers, supported by the acquisition of Invar, a leading technology integrator specialising in scalable intelligent warehouse solutions. Continued investment in shared user robotics and automation solutions. Wincanton's eCommerce robotics solution shortlisted for multiple innovation awards. <p>Innovation Centre</p> <ul style="list-style-type: none"> Our Innovation Centre which showcases supply chain technologies welcomed over 1,300 visitors including prospects, customers, local and national government, trade associations and other stakeholders. The Innovation Centre continues to promote logistics to entry level talent. 	<p>>10% reduction in road miles due to route optimisation</p> <p>168,600 units fulfilled in a peak week by our shared user AMRs</p> <p>5,000 visitors to our Innovation Centre since opening in September 2021</p>
<p>Great operations delivering value for our customers</p> <p>Read more on pages 20 and 21</p>	<ul style="list-style-type: none"> We continue to develop a sustainable, efficient and agile operating model that can support our growth and customer engagement. Improved our health and safety performance, retaining our lost time injury frequency rate (LTIFR) of 0.31 and achieving a 3.36 total incident frequency rate (TIFR), exceeding our target of 3.5. Launched our eight principles of Operational Excellence programme supported by subject matter experts across the business. The programme defines expectations and measures performance ensuring consistency and compliance across our sites. 	<p>0.31 lost time injury frequency rate</p> <p>117 of our sites achieved a level 3 out of 5 score across all elements</p>



Best-in-class solutions

Delivering scalable, intelligent warehouse solutions for our customers

In 2024, Wincanton accelerated its journey to become a leading integrator of robotics and automation solutions for supply chains with the acquisition of Invar Group, a UK based specialist in warehouse execution software, automation and controls.

Founded in 2005, Invar was a private company specialising in the integration of automated warehouse solutions powered by its proprietary software, Invar Warehousing Software (IWS). IWS is an intuitive, configurable and scalable software suite which intelligently orchestrates warehouse activity and enables the smooth integration of wider warehouse technology, particularly robots and automation. The ability to deploy and optimise multiple automation and robotics products in a single site operation using IWS as the core platform is a key differentiator.

Wincanton has collaborated with Invar on several warehouse automation projects over recent years, including its shared user robotics solution for high volume eFulfilment recognised for multiple awards.

Invar will remain as a stand alone business within the Wincanton Group under the stewardship of newly appointed Managing Director of Robotics and Automation Mark Robinson. Mark brings a wealth of experience to the Group, joining from John Lewis Partnership where he spent five years as Supply Chain Director.

The acquisition represents a key milestone in Wincanton's strategic roadmap to create sustainable supply chain value through technology and automation. It aligns the people, processes and technology which enable Wincanton to deliver more robotics and automation projects at pace for our customers.

Several projects are already under way, focusing on autonomous mobile robot (AMR) deployment across Wincanton's existing customer base.

Did you know?

133

new colleagues have joined the Group following the acquisition of Invar



Transforming operations

Agile robotics is transforming chilled cross-dock operations for the UK's largest grocers

Wincanton investment, skill and ingenuity is pioneering an autonomous mobile robot (AMR) solution for chilled cross-dock operations for the UK's largest grocers.

The robotic cross-dock sees Wincanton colleagues work seamlessly with goods-to-person AMRs to quickly pick cages of chilled goods for onward transport to stores. Following its successful installation, this unique solution for a challenging warehouse environment has already proven its agility, processing a variety of SKUs in multiple store formats.

Across its use this year, the AMR solution has already demonstrated productivity increases with improved pick rates and accuracy. The improved density of storage can increase the number of stores served from chilled distribution centres, further boosting productivity, reducing inbound handling and increasing stock holding volumes.

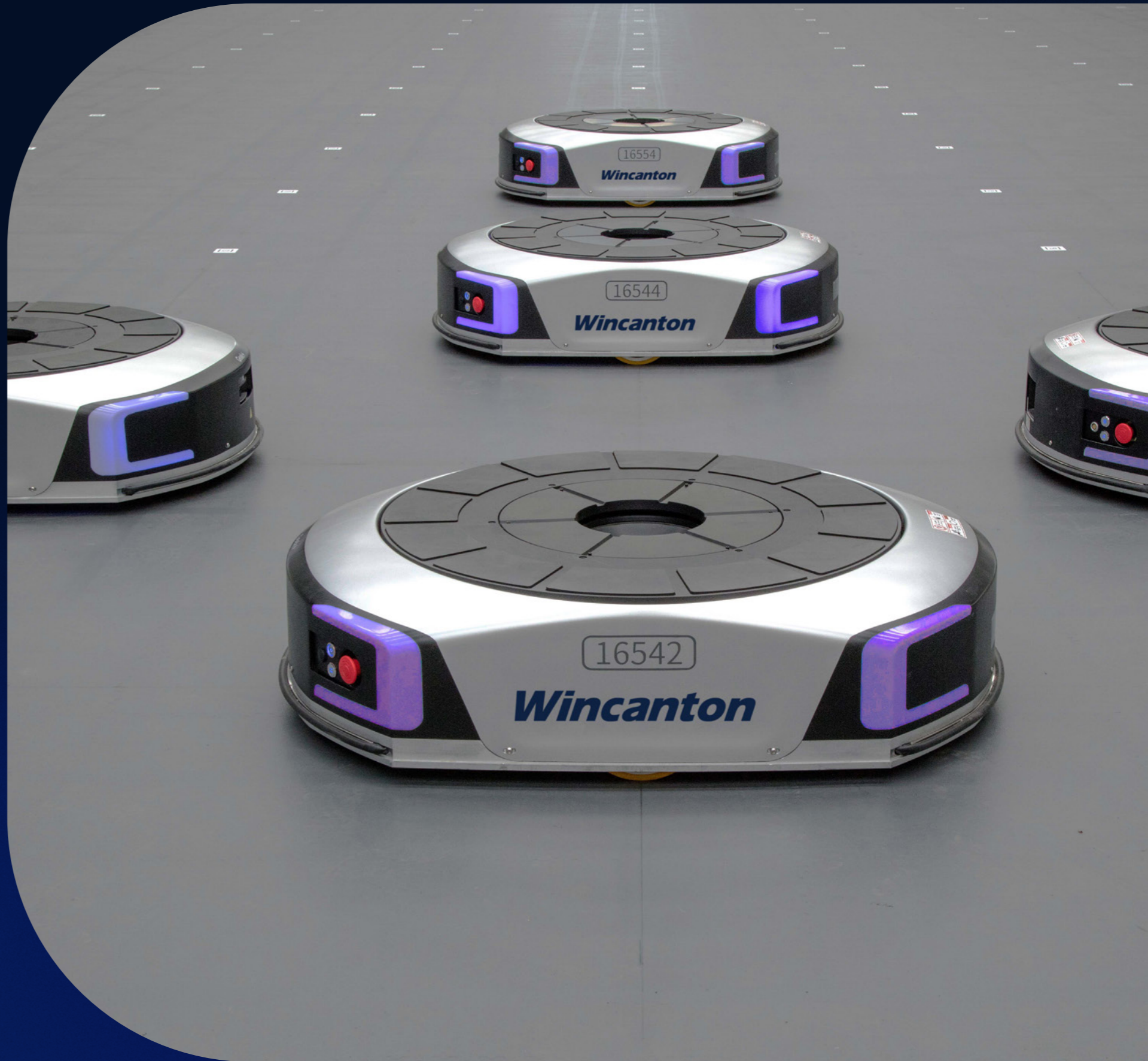
The AMR chilled cross-dock increases job satisfaction, and because the technology is intuitive and easy-to-use, colleagues benefit from a shorter induction period and less time spent in training.

The solution ensures the presentation of cages for onward transport to store is to the highest standard, improving the number of cases per cage and reducing damages.

Did you know?

c.50%

increase in productivity demonstrated by the solution



EyeQ

Strengthening partnerships

EyeQ underpins significant transport partnership with Marshalls

This year, Wincanton and Marshalls, the UK's leading manufacturer of solutions for the built environment, entered a significant five year transport partnership underpinned by EyeQ, our flagship digital transport management platform.

Building significantly on our existing five year partnership with Marley Roofing Products, a division and recent acquisition of Marshalls, the manufacturer chose to outsource a major part of its national transport operations for the first time.

As a result, the national transport network is now aligned under one framework.

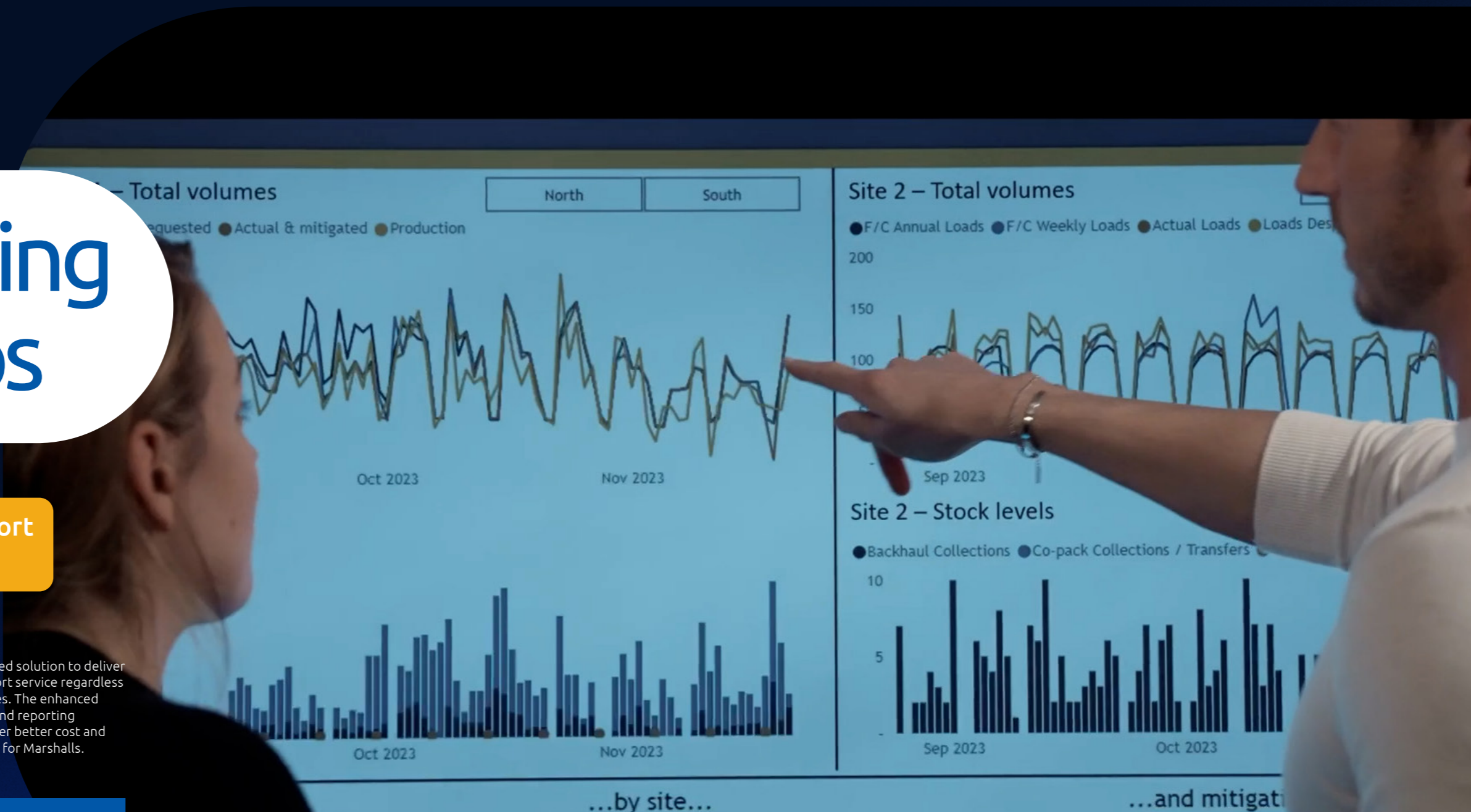
Wincanton is responsible for managing and operating the entirety of the Marshalls Landscape Products' fleet and subcontractors.

EyeQ underpins a data led solution to deliver a fully managed transport service regardless of who owns the vehicles. The enhanced optimisation, visibility and reporting EyeQ provides will deliver better cost and sustainability outcomes for Marshalls.

Did you know?

3.5m

tonnes of products will be moved for Marshalls each year



Optimising transport

The lead provider for Sainsbury's transport services

In 2023, Wincanton was awarded a significant five year contract renewal and expansion with Sainsbury's to become the provider of transport services for the retailer.

Sainsbury's sought to simplify its operations at pace, accelerating its cost saving programmes in order to invest in improved food quality, increase choice and innovation, and consistently deliver value to customers.

Building on a 25 year relationship with Wincanton, Sainsbury's moved transport services for most of its operations, including Sainsbury's and Argos, and its central transport functions, to Wincanton. The transition takes place over three phases, with the first two completed in FY23/24. By the end of phase three, Wincanton will welcome approximately 2,000 new colleagues and 21 sites.

Wincanton's proven experience and expertise in managing large-scale operations for major British businesses also allows Sainsbury's to remain agile and adapt quickly to an ever-changing external market. By operating at such significant scale, Wincanton is driving modernisation, process improvements and efficiencies for Sainsbury's, focusing on reducing wasted miles and wasted hours across the network.

By playing a pivotal role in supporting Sainsbury's Save to Invest strategy, Wincanton is at the heart of strategic transformation for one of the UK's biggest retailers.

Did you know?

c.2k

new colleagues welcomed as part of the transition



Positive change

Wincanton and Screwfix switch to alternative fuel

Our collaborative partnership with Screwfix, the UK's leading omnichannel trade retailer and part of Kingfisher, is driving positive change in its operations with 85% of the Wincanton operated fleet serving Screwfix now refuelling with hydrotreated vegetable oil (HVO).

Wincanton has been a trusted supply chain partner to Screwfix for nearly two decades, providing warehousing and transportation services to support its continued growth. With over 870 stores across the UK and Ireland, Screwfix is committed to serving local communities. Transport is a key focus to drive a real and material difference in reducing emissions and improving air quality.

In 2022, Wincanton and the Screwfix Logistics team launched a trial involving 48 HGVs operating from the Screwfix distribution centre (DC) in Lichfield. The results of the trial were promising, surpassing the business' expectations.

As a result, vehicles operating from their Stafford DC joined the HVO programme in March 2023, driving HVO usage to 85% of Screwfix's entire fleet – using approximately 90,000 litres of HVO per week.

Made from 100% waste materials, HVO is an alternative fuel that uses renewable feedstocks and food wastes, including cooking oil. HVO not only helps Screwfix minimise carbon emissions but also reduces the impact transport has on air quality. By using HVO, it reduces a journey's carbon dioxide emissions by up to 90% and particulate matter by 83%.

The transition to HVO also forms part of Wincanton's wider commitment to reach net-zero by 2040 across its operations.

Did you know?

85%

of the Screwfix fleet are now using HVO with a 90% carbon emissions reduction per journey



Market drivers

The economy



The Bank of England's Monetary Policy Committee acted to control inflation with successive interest rate rises, designed to suppress economic demand and thereby lower the rate of price inflation.

Tackling inflation has led to a correspondingly higher cost of capital with higher interest payable on debt. This is causing businesses and households to carefully evaluate their priorities.

Low productivity and weak growth are key challenges for the global economy, including the UK. Investment in automation and the high skill jobs of the future will play a role in elevating the UK's growth prospects.

Our approach

Wincanton's business model and financial strength ensure it is well placed to thrive throughout the economic cycle, while the Group's strategic focus on supply chain automation helps address the productivity challenge.

Wincanton's portfolio of contracts across a range of sectors has helped mitigate pricing risk in an inflationary environment. Open book contracts make up 79.0% of our total revenue and provide a robust mechanism for passing on inflationary increases where necessary. Meanwhile, we focus on driving operational efficiencies for both open book and closed book customers to mitigate cost increases as much as possible. Ultimately, we see robotics and automation as central to addressing the challenges of both inflation and low productivity.

Our strategic decision to exit unprotected closed book transport contracts was a key step towards de-risking the contract mix and reflects our commitment to deploy capital and talent in markets where Wincanton can deliver differentiated value.

Technology



The commercial application of technology is continuing to shape supply chains as customers demand ever greater levels of visibility, insight and operational optimisation. Recent supply chain disruption and global economic pressures have led business leaders to recognise the importance of flexibility in delivering resilient supply chains capable of responding to a challenging macro environment. Wincanton's recent paper on retail logistics shows that 80% of C-suite executives agree that being agile and flexible is a top priority to support growth¹. Supply chain technologies from warehouse automation to optimised digital route planning are key to delivering this flexibility and agility.

Capital scarcity is encouraging businesses to look across their ecosystem for partners able to commit resources to supply chain automation. This collaborative approach requires deep partnerships and contractual longevity, both of which make 3PLs a natural technology partner for capital constrained businesses.

'Know how' has long been a competitive advantage for established supply chain operators, now this expertise is expanding beyond planning, transport and operations to encompass highly technical areas of robotics and automation.

Alongside capital constraints, the rapid deployment of large-scale automation is dependent on the availability of skilled technicians and engineers. Over the coming years, the sector's success will increasingly depend on attracting high skilled workers and technical expertise to deliver on the productivity transformation opportunities provided by supply chain automation.

1. 'Transforming Supply Chain Resilience', Wincanton insight paper.

Our approach

3PLs have traditionally created value by aligning three core asset groups: warehousing, transport and people. Technology now sits at the heart of Wincanton's value proposition and works alongside each traditional asset group to augment value and drive sustainable outcomes.

Wincanton recognises the power of productivity transforming robotics and automation to deliver for customers. By investing the Group's capital in supply chain automation projects, Wincanton can deliver operational and cost benefits for customers whose own balance sheets are focused on their core business, R&D and their own customer proposition. In FY24, the Group completed two major capability-enhancing transactions, the acquisition of Invar, a leading UK based specialist in warehouse software, automation and controls, and the acquisition of the exclusive evergreen licence from Zeus, one of the fastest growing logistics-tech innovators in Europe.

Wincanton adopts an incubator approach to innovation through its flagship programme W² Labs. We are heavily invested in the success of our W² Labs programme, working with start-ups and SMEs to capitalise on emerging technologies. The 2024 W² Labs programme welcomed entries across the categories of digital transport, robotics and security, and resilience.

Sustainability



Transparency of reporting and the commitment of businesses and institutions is a priority for the UN Sustainability Development Programme, which focuses on accountability. As a result, businesses' responsibility to reduce carbon emissions and waste and deliver social value will continue to drive change throughout the supply chain.

Our approach

We are clear on our role in protecting the future of our planet and our ESG commitments based on the UN Sustainable Development Goals.

Provision of net-zero supply chain solutions across waste, property and fleet will ensure we support current and future customer engagement, offering the highest service standards of sustainable supply chain operations.

We have set ambitious goals to achieve net-zero by 2040:

- making our own non-transport operations carbon neutral from 2025;
- having an all-electric company car fleet by 2026;
- doubling our recycling rates from residual waste by 2025; and
- eliminating difficult to recycle packaging materials by 2030.

We have already achieved our carbon neutral premium home delivery operation.

Wincanton has made a multi-million pound investment in electric vehicle technology to provide home delivery services for IKEA from 2023. We continue to conduct trials of alternative fuels in our transport networks. We used 4.3 million litres of hydrotreated vegetable oil (HVO) biofuel this year. We will continue to evaluate opportunities to deploy alternative fuels as and when they arise.

A model for value creation

Our relationships and resources

Our people and values

We employ an average of 19,225 people nationally and focus on strengthening our inclusive, diverse and supportive working environment to allow our colleagues to perform to the best of their ability. Our values guide how we operate. Clear strategic direction and focused resource allocation from our leadership team enable our colleagues to deliver our strategic priorities.

Enduring relationships

We interact in a way consistent with our corporate values to build and maintain trusted long term relationships with our customers, partners, suppliers and communities. We also have strong stakeholder relationships through constructive dialogue with government, industry bodies and unions.

Financial management

Our blue chip customer base and established contractual structures provide strong financial stability. This financial stability delivers a highly cash generative business capable of investing in technology and innovation.

Flexible operating model

We operate a combination of own and customer owned assets with an increasing emphasis upon collaboration and shared use. Our shared user eFulfilment operations are examples of us providing multi-client, automated solutions in a flexible operating model. EyeQ, our transport management platform, is our collaborative solution for optimising our own, customer and subcontractor fleets.

Technology and innovation

We are investing in the development of our technology-enabled products to solve customer problems and deliver sustainable supply chain value. We work in partnership with our customers to develop and deploy innovative solutions to the challenges they face.

What sets us apart



Innovation
The W² Labs programme and Innovation Centre enable us to identify, test and learn new ways of delivering mutual value.

How we create value

Optimisation

By analysing, optimising and then transforming the supply chains, overall performance is enhanced, leading to better service, lower cost and reduced emissions.

Responsiveness

With our agile Launch team for new contracts and sites, and our flexible People Campus digital recruitment solution, we can respond rapidly to customers' requirements.

Customer experience

We act as brand ambassadors for our customers, ensuring a great experience from start to finish.

Trusted expertise

We are the supply chain experts at the heart of British supply chains, providing solutions which give our customers the competitive edge in their chosen markets.

Sustainable value

We create and deploy processes and technologies internally and for our customers to reduce environmental impact and to enhance long term social value.

People management

We enable our people to be their best through collaborative and supportive management processes. The skills, capabilities and experience of our workforce are what make us different.

The value we create for our stakeholders



For customers

We deliver consistent, high quality outcomes underpinned by a continuous improvement ethos.



For colleagues

We develop a safe environment with a culture where our people feel valued and enabled to be their best.



For communities

We create a positive impact in our local communities and add social value.



For suppliers

We encourage and value our suppliers' contributions to enable better supply chain solutions.

Making supply chains work smarter

Wincanton is working smarter to deliver innovative supply chain solutions which solve the problems our customers face every day.

It has been a transformative year at Wincanton following two significant capability-enhancing investments in technology. Our acquisition of Invar catapults the Group on its journey to becoming a leading integrator of robotics and automation solutions for supply chains. Our flagship digital transport management platform, EyeQ, was launched and has been augmented by our exclusive agreement with Zeus, one of the fastest growing logistics-tech innovators, which enhances our customer and subcontractor solutions. This year, our W² Labs programme has entered its fifth edition as we seek to enhance our solutions in digital transport, robotics and automation, and security and resilience.



INNOVATION
CENTRE

Q&A

With Paul Durkin, Chief Customer and Innovation Officer

Q: What does innovation mean to Wincanton?

A: Innovation is driving Wincanton forward and enhancing our capabilities to provide solutions for our customers' problems. We are designing and implementing scalable, repeatable and connected solutions at pace, which make supply chains work in efficient, effective and smarter ways.

Q: How is Wincanton increasing the pace of innovation across the business?

A: We have accelerated our roadmap to create sustainable supply chain value which aligns people, processes and technology and enables Wincanton to deliver innovation at pace for our customers.

This year we acquired Invar, a UK based specialist in warehouse execution software, automation and controls. This capability-enhancing acquisition catapults Wincanton on its journey to becoming a leading integrator of automation and robotics solutions for supply chains. As a result of the acquisition, 133 skilled colleagues have joined the Group bringing a wealth of experience in delivering innovative supply chain solutions to world leading brands.

Wincanton also reached an exclusive agreement with Zeus, one of the fastest growing logistics-tech innovators in Europe, to acquire the exclusive evergreen rights to its market leading digital freight management solutions in the UK and Ireland.

Q: How is Wincanton accelerating the adoption of robotics and automation for its customers?

A: Our acquisition of Invar accelerates robotics and automation transformation for our customers with scalable, intelligent warehouse solutions. Its proprietary software, IWS, provides the ability to deploy and optimise multiple automation products in a single site operation and is a key market differentiator.

Wincanton's highly innovative and scalable autonomous mobile robot (AMR) chilled cross-dock solution is transforming productivity for the UK's largest grocers. The robotic cross-dock sees Wincanton colleagues work seamlessly with AMRs to efficiently pick cages of chilled goods for onward transport to stores. This solution has already processed a variety of SKUs across multiple grocery store formats with a significant degree of success.

This year, we have made a multi-million pound investment in automation technologies at one of Wincanton's state of the art automated eFulfilment facilities. The new picking and packaging technology provides Wincanton customers with the flexibility and resilience required to better manage the fluctuating product volumes associated with high volume eFulfilment. Investing in the latest automation technology provides up to seven times the productivity of a manual picking operation in a shared user environment, improving picking accuracy by up to 99%.

Our shared user AMR solution for eFulfilment continues to grow and has completed a second consecutive seasonal peak. Synergistic customers, including well known and fast-growing brands in UK mid-market eCommerce, continue to benefit from high volume throughput in the shared user solution, which can handle up to 70,000 units per day.

Q: How is innovation transforming transport at Wincanton?

A: EyeQ combines market leading technologies to deliver a single platform for outsourced transport management. Built to enable and facilitate data led transport strategies, EyeQ unlocks cost, productivity and sustainability benefits to combat industry challenges.

The agreement with Zeus for the exclusive use of its proven technology will greatly enhance our customer and subcontractor solutions. By investing in innovation, we are transforming subcontractor management and supercharging Wincanton's capabilities as the supply chain partner of choice.

This year, Wincanton was awarded a new five year contract with Marshalls, the UK's leading manufacturer of solutions for the built environment. EyeQ will underpin a data led solution to deliver a fully managed transport service regardless of who owns the vehicles. The enhanced optimisation, visibility and reporting EyeQ provides will deliver better cost and sustainability outcomes for Marshalls.

Digital transport is also a key part of this year's W² Labs programme, as we seek solutions to enhance our technology further.

Q: What role does W² Labs play in innovation at Wincanton?

A: Wincanton commenced its fifth edition of W² Labs, our innovation programme designed to discover emerging technologies and tackle some of the industry's toughest challenges.

Building on the success of the previous Labs, this year's programme is seeking solutions to challenges in robotics, digital transport, and security and resilience. These categories embody Wincanton's focus on delivering efficiency, sustainability and security for our customers.

Through W² Labs, Wincanton is proud to create opportunities to collaborate with global talent to help us deliver on our promises to our customers and our colleagues – and to drive emerging technology and innovative thinking for our industry.

Q: What success has W² Labs delivered for Wincanton and its customers?

A: Since 2017, W² Labs has driven collaboration with 26 early-stage businesses. These technologies include: wearable technology which helps workers reduce the risk of musculoskeletal injuries; autonomous mobile robots; continuous labour optimisation fuelled by machine learning; and global asset intelligence and visibility.

Recruiter, our digital recruitment tool, originated from W² Labs in 2021, while oneVASTwarehouse, our innovative approach to utilising spare warehouse capacity, launched in 2019.

Protecting our futures

Innovation and transparency drive Wincanton's sustainability strategy to ensure that we have a clear path to protect our customers, our business, our people and our planet.

Wincanton's net-zero commitments and our people strategy combine to ensure that our communities and the environment are brought together to enable us to deliver genuine social value.

By incorporating a culture of care into all aspects of our business, we are safeguarding the health, safety and wellbeing of our colleagues and stakeholders, our local communities and our natural environment.

We encourage involvement at all levels. Driven by our ESG Committee and management team, our champion groups across the organisation represent all operational functions and locations, including environment, health and safety, and diversity and inclusion. These groups are all linked by a common purpose to reduce our environmental impact and deliver social value. By using the United Nations Sustainability Development Goals (UN SDGs) as a framework, we focus our projects on enhancing our local communities by involving stakeholders in continual improvement initiatives and social value activities.

Our commitment to the UN Sustainable Development Goals



Full details of our UN SDGs are available on our website at www.wincanton.co.uk/sustainability/governance/esg-reporting/

The road to net-zero by 2040

Our environmental programme is overseen by the Head of Sustainability, who co-ordinates an environmental working group to guide our programme. This team provides updates on progress to the Executive Management Team and to the ESG Committee. Every operation nominates an environment champion who is empowered to promote and drive continuous improvement and colleague engagement in environmental performance at its sites.

Our environmental management system (EMS) is certified to ISO 14001 and available across the business. The EMS manages a range of key environmental parameters, enabling us to take prompt actions where necessary and to identify and optimise performance improvement opportunities wherever they arise.

Greenhouse gas emissions and energy use

Our commitment to net-zero carbon emissions by 2040 is an absolute target for carbon emissions reduction, irrespective of future growth, and we strive to decouple emissions performance from business performance. However, as changes in our business activities continue to directly affect our emissions, we use a carbon intensity measure to manage our carbon efficiency.

Our carbon intensity is defined as total scope 1 and 2 carbon emissions from managed supplies per unit of revenue, and our carbon intensity ratio for the year ended 31 March 2024 was 185 tonnes of carbon dioxide equivalent (tCO₂e) per £m of revenue.

Our scope 1 emissions reduced significantly, reflecting: the deployment of fuel usage initiatives driven by more efficient fleet and planning optimisation; use of increased volumes of hydrotreated vegetable oil (HVO) and electric vehicles; and lower year on year transport volumes. This resulted in a significant reduction in carbon intensity.

Within the context of our ESG policy which aligns our ESG programme to the most relevant UN SDGs, we have been communicating our targets, and contributing to a range of projects that we anticipate will make us a compelling long term supply chain partner, as our customers continue to define and refine their own net-zero carbon plans.

Net-zero

2040

commitment to net-zero carbon emissions



2040 commitment to net-zero carbon emissions

Our energy use and carbon emissions figures are as follows:

Energy use

Energy use (MWh)	2023/24	2022/23	2021/22	2020/21	2019/20
Scope 1 transport	1,025,192	1,252,200	1,175,113	1,145,210	1,207,317
Scope 1 non-transport	38,100	72,171	149,718	134,995	120,207
Scope 2 electricity, transport	662	-	-	-	-
Scope 2 electricity, non-transport	77,485	80,916	83,943	80,562	83,767
Total energy	1,141,439	1,405,287	1,408,774	1,360,767	1,411,292

Carbon emissions

Carbon emissions (tCO ₂ e)	2023/24	2022/23	2021/22	2020/21	2019/20
Scope 1 transport	234,907	297,956	278,295	275,512	295,547
Scope 1 non-transport	7,948	15,830	36,504	32,879	28,810
Scope 2 electricity, transport	149	-	-	-	-
Scope 2 electricity, non-transport	17,433	17,079	19,401	20,398	23,229
Total scope 1 and 2 emissions	260,437	330,865	334,200	328,789	347,586
Scope 1 and 2 carbon intensity (tCO ₂ e/£m)	185	225	235	270	290
Scope 3 emissions	67,039	71,435	-	-	-

Wincanton has communicated its net-zero strategy and targets to each of its customers and provided net-zero roadmaps for transport and fleet, warehouse and infrastructure, and packaging and waste. Our net-zero vision and roadmaps continue to evolve as technology and the investment landscape change.

Our operational emissions are primarily from diesel transport fuel and, until it is feasible to adopt wholesale renewable fuels or widespread electrification of our fleets, we are optimising our use of diesel through a variety of continuous improvement measures and deployment of our EyeQ platform to optimise the efficiency of our network operation.

We continue to operate a small number of biomethane trucks and this year we have used 4.3 million litres of certified HVO as a drop-in replacement fuel for diesel. Our company car fleet is targeted to be all electric by 2026 and to date 56% of the fleet are pure electric vehicles. During FY24, we have operated 50 electric commercial vehicles up to 16.7 tonnes on our premium home delivery fleet. We are planning to collaborate with multiple customers on more trials and deployments of a variety of electric vehicles as availability increases and electricity price volatility reduces.

In 2024, we continued to collaborate closely with industry partners and customers to develop sustainability projects. These projects are designed to reduce our environmental impact and ensure that we continue to make progress towards our sustainability targets.

As we try to shape our net-zero future, we have engaged with a number of innovation consortia working on catenary electric road systems, and battery electric trucks and charging infrastructure. We are participating in the Innovate UK 'Zero Emissions HGV and Infrastructure Demonstration' (ZEHID) funding programme and hope to be operating battery electric trucks over 40 tonnes no later than March 2026.

We have committed to be carbon neutral in our own non-transport operations by 2025. To deliver this, we will: electrify as much of our warehouse energy use as we can; increase energy efficiency where feasible; generate and/or purchase renewable electricity; and then purchase authentic carbon credits to offset residual emissions from 2025.

We have been evaluating and collaborating on the installation of rooftop solar photovoltaic systems across our own estate and have completed the first 'landlord led' installation this year with plans for further projects beyond this.

This year, we have also purchased further carbon credits to allow us to maintain a carbon neutral premium home delivery operation. We are moving towards all our international carbon offset projects being sourced from afforestation and reforestation projects only, such as the Verra and Gold Standard certified projects in Columbia and India. These projects deliver environmental and social value to communities in developing economies which, can make a further contribution to the UN SDGs against which we have chosen to make progress.

Our waste management programme is on track to meet our target of doubling recycling rates from residual waste by 2025. We have continued to consolidate our preferred packaging supplier list to ensure that we have strong innovation capability in our supplier base and will continue to drive waste reduction and circular economy principles into our packaging sourcing in collaboration with our customers. We have moved to higher recycled content where it was appropriate, choosing to reduce plastic packaging volumes through technical innovation. We will continue to innovate on packaging to support our customers, meet our targets and comply with legislation such as the extended producer responsibility regulations which went live during the year.

Although we have set a long term net-zero carbon target and some interim sub-targets, we have not yet committed to a formal science based target (SBT). We evaluated an SBT during 2023 and while we recognise that this has become a standardised approach for many companies, decarbonisation trajectories for the freight transport sector remain unclear. We aim to complete our SBT submission pack during FY25 and achieve a verified SBT during FY26. Our progress against targets is currently focused on scope 1 and 2 emissions and we anticipate that we will achieve a 30% reduction in emissions by 2030 based on the wider industry decarbonisation and legislative landscape. We expect a further 70% reduction from 2030 to 2040 as alternative fuels and electrification technologies and infrastructure, potentially including hydrogen, become more widespread and commercially available.

Social value

With inclusion at heart, we continue to enhance our work environment and enrich the communities in which we operate. We do this by developing and caring for our colleagues and others, providing training and employment opportunities to local people and strengthening our strategic partnerships to deliver greater social value.

We focus our activities around four core pillars:

- looking after ourselves and others: contributing to a society that considers all aspects of health, safety and wellbeing, with a focus on a culture of care;
- embedding an inclusive culture: to be recognised as a leader in diversity and inclusion;
- enriching our communities: supporting and engaging with the communities in which we operate; and
- strengthening social value partnerships: making a positive and innovative impact through our suppliers and partners.

To drive positive action in this space, in April 2023 we also launched our social value initiative, Million Hours Mission. By working together with our people, suppliers and customers, we have set ourselves an ambitious challenge to deliver one million hours of social value by the end of 2025. Throughout the year, we have successfully supported many local community groups and charities, hosted wellbeing events and championed inclusivity awareness activities. This has resulted in over 304,000 social value hours recorded as part of our Million Hours Mission, and, therefore, we are confident of achieving our million hour target in 2025.

Looking after ourselves and others: delivering a culture of care

Throughout 2023, we continued to focus on creating a caring culture, centred around people and the planet. We hosted our second culture of care event to inform, inspire and educate colleagues on all elements that shape our culture of care: health and wellbeing; diversity and inclusion; health and safety; and environmental sustainability. The event was attended by colleagues, customers and charity partners including Mates in Mind, Retail Trust and Able Futures. Experts took part in panel discussions and hosted sessions on key topics, while providing resources for colleagues to share with local teams through their own site based events.

Providing a safe workplace

The safety of our colleagues and visitors is our number one priority. While there is no room for complacency, we have made good progress again this year, reducing lost time incidents while also increasing engagement with colleagues through our safety conversation and hazard spotting programmes.

Our safety measures

During the year, we retained our sharp focus on our lost time injury frequency rate (LTIFR) safety measure. We met our target of 0.31 and delivered against a backdrop of implementation projects for new business, ensuring that our safety standards are present from the outset.

Based on our target of 3.5 for total incident frequency rate (TIFR), we achieved 3.36, showing a reduction in the underlying smaller incidents that can become a lost time incident.

We continue to introduce industry leading technology that engages and educates our people around safety. This year, we launched the industry's first virtual reality (VR) material handling equipment (MHE) training course. Using VR gives colleagues an engaging and immersive experience while learning.

Embedding an inclusive culture

We support a diverse and inclusive workplace that treats colleagues with dignity and respect. We ensure our colleagues are given the right support and opportunities to reach their full potential to deliver sustainable supply chain value. Our Diversity and Inclusion Steering Group is chaired by our Chief Executive Officer and includes executive sponsors responsible for gender, race, disability, LGBTQIA+ and ex-military personnel. We have 204 volunteer diversity champions who support the business, an increase of 64% on the previous year.



Enriching our communities

Engaging with the community is an important part of embedding our inclusive culture. Teams up and down the country have supported community groups and projects including charities and food banks with refurbishments, tree planting and the donation of goods and funds. We have also provided many hours of learning and coaching around careers in logistics and road safety, and CV writing skills at local schools and Scout groups.

This year, we actively focused efforts to support smaller, local community Pride events in places such as Doncaster, Leeds, Workson and Corby, a few of the many communities in which our people work and live. Led by our diversity and inclusion champions and Proud Mary, our Pride-themed lorry, we promoted our commitment and ongoing support for the LGBTQIA+ community. In addition to this, we have worked hard to challenge, educate and empower colleagues through a wide range of awareness days, training and events, such as Neurodiversity Celebration Week, Inter Faith Week and National Carers Week.

Strengthening social value partnerships

We are proud to partner with small and medium-sized enterprises (SMEs) to create positive social value. Our gold sponsorship of Generations Logistics and our unique W² innovation programme are two examples. Our approach promotes collaboration with innovative and diverse businesses to create solutions for the logistics sector and shape the workforce of the future. Highlights from the year include:

- W² Labs: We launched our fifth edition of W² Labs, a ten week programme that enables SMEs to address industry challenges and connect with mentors. We scouted over 500 SMEs and shortlisted 115 applications from which we selected six finalists to work with us.

- W² partner network: We joined forces with the Department for Transport and Connected Places Catapult to provide a test-bed for two SMEs that received support from the Freight Innovation Fund. These SMEs are developing solutions for freight decarbonisation and efficiency.
- W² Innovation Centre: We hosted events at our Innovation Centre showcasing our Generation Logistics sponsorship and our Shine inclusive recruitment programme. These initiatives aim to attract and retain diverse talent in the logistics sector.
- TeenTech: Our graduate Talent and Technology team supported three insight events that promoted careers in logistics to students. We engaged with over 300 students enabling them to consider the opportunities in our industry.

Apprenticeships

We support and develop our colleagues through a variety of routes to learning and in FY23/24, 198 colleagues started a new apprenticeship developing their skills and knowledge in areas such as digital and technology, supply chain and leadership.

In 2023, we launched our Apprenticeship Sponsorship programmes. These programmes use our unspent levy to promote the benefits of apprenticeships to external audiences and fund the friends and family of Wincanton colleagues who work for smaller businesses who do not qualify for the levy. We have also expanded this to our suppliers and partners. We continue to promote these programmes and are pleased to have agreed sponsorship for the apprentices who are now in the early stages of their apprenticeship programme.

We also work with the Co-op Levy Share programme to support individuals from under-represented groups to complete an apprenticeship. As of March 2024, we have supported 21 apprentices and agreed to support a further 21 apprentices who are in the process of being recruited and enrolled.

Investing in our people



People are at the core of our purpose: Great people delivering sustainable supply chain value.

Throughout the year, we have listened to our people and made positive changes that better recognise, reward and retain talent. We have also introduced new frameworks and training to support the performance and growth of our leaders and worked on embedding and developing a more inclusive, people-focused culture of care involving our colleagues, customers and local communities across the UK and Ireland.

Colleague engagement

Our most recent annual employee engagement survey, Your Pulse saw a 0.1 increase, taking our overall engagement score from 6.9 to 7.0. We also saw improvements in our scores around listening, learning and recognition as we introduced the following initiatives to enhance our culture.

Listening

- Conducted a cultural survey to develop our values.
- Completed more local employee engagement surveys.
- Held employee engagement sessions with our Independent Non-executive Director John Pattullo OBE.
- Introduced engagement champions into our Operational Excellence Framework.

- Completed 30+ site visits where senior management shared key company updates and listened to feedback from colleagues.

Learning

- Established a new Line Manager Framework.
- Undertook a leadership learning gap analysis to build individual learning plans.

Recognition

- Launched two new employee recognition schemes:
 - Long service award recognising c.3,500 colleagues.
 - Extra mile awards for peer to peer recognition in one of four key areas: outstanding performance, supporting others, above and beyond and driving innovation.

To increase engagement and communication with our frontline teams, we launched our intranet, MyPlace on mobile, providing all our colleagues with the latest news and access to our learning and development platform, payslips and personal details. In 2024, digital communication screens for colleagues in our warehouses and distribution centres are being rolled out. These screens ensure more regular, timely and relevant content is available for colleagues across our network.



Culture of care

A strong culture of care is critical to the creation of a safe working environment. We are a people business relying on our colleagues to deliver for our customers. We are focused on creating a supportive environment where colleagues feel valued, included and safe.

Wellbeing

Throughout 2023, we continued to educate and signpost colleagues to mental health support to increase awareness and break down stigmas. Following on from our successful campaign, It's OK not to be OK at the beginning of 2023, we have launched our mental health awareness campaign for 2024 titled, Time to talk with videos of our colleagues sharing their stories, promoting openness and encouraging others to discuss their own mental health.

We continue to build on our strategic commitment to provide trained mental health first aiders. We offer support by providing these volunteers with the skills and confidence they need to help our colleagues and have 480 qualified mental health first aiders across the business. An impressive 2,780 colleagues have also completed Start the Conversation training. This training equips colleagues with the confidence to start a conversation and listen to others who may require support.

We have further strengthened our partnership with the Retail Trust, our employee assistance programme partner. We have also strengthened our partnership with organisations including Mates in Mind and Able Futures.

In February 2024, our approach to promote mental health and support colleagues was recognised at the Great British Workplace Wellbeing Awards, winning the Best Mental Wellbeing Initiative.

Case study

An intelligent digital solution to improve the candidate experience

In a competitive labour market, our highly predictive pre-employment assessment tool improves hiring speed, effectiveness and the candidate experience.

Post-Brexit changes and the elevated levels of employment have created a greater and more complex demand at a time when supply of talent has never been shorter. This has led to an even greater need to be creative in our recruitment, retention and onboarding of new hires.

Technology and innovation help us to manage this recruitment challenge through W² Labs, our innovation programme. Recruiter is a digital tool which dramatically speeds up the entire recruitment process, improving candidate conversion and new hire retention and performance. The tool automates the assessment process so the Recruitment team can make offers more quickly to candidates. It also includes a digitisation of the recruitment process to allow colleagues to virtually see the working environment for themselves, so they have a better understanding of an average day in the role.



The benefits of Recruiter

- Automates recruitment, reducing time to hire.
- Creates personalised, work simulation pre-hire assessments showing the working environment to candidates.
- Captures what to look for in new hires and translates those attributes into realistic job scenarios to test candidates online.
- Screens candidates fairly and objectively for their capability, commitment and cultural fit.
- Supports agile recruitment with 'hi to hire' in 24 hours.
- Since its implementation, Recruiter has led to a 193% increase in candidate engagement with the recruitment process at Wincanton.

wincanton.co.uk/careers

Diversity and inclusion

Our focus on diversity and inclusion over the past few years has not just been a change in policy and practice, it is a cultural shift that has strong support throughout the business.

We use our Your Pulse survey to measure how satisfied our employees are in relation to our approach to inclusion. This year, respondents reported a score of 8.2 out of 10.

Diversity matters at the highest level of our organisation. Our Executive Management Team (excluding the CEO and CFO) is 40% female. Female representation in our Senior Management Group is 30%. With just 20% of the logistics industry being female, we have made changes to the way we work to remove barriers in employment and create more inclusive environments.

We have updated our workwear to include modesty dresses and maternity clothing. We also hosted our own International Women's Day event, where we launched our partnership with Hey Girls to provide colleagues with free period products and inspirational female colleagues shared career journey stories.

Wincanton has, for the past eight years, recognised exceptional colleagues by putting them forward for the Everywoman in Transport and Logistics Awards, resulting in numerous nominations and multiple award winners. In 2023, Wincanton had five finalists in these awards, with one overall winner. In 2024, we had a record number of internal nominations and five finalists across several categories.

We were also recognised at the prestigious 2023 HR Excellence Awards, winning Best Diversity and Inclusion Strategy for embracing the benefits that a diverse and inclusive workplace brings to business growth and our colleagues.

Inclusive recruitment

In 2023, we launched Shine, our inclusive recruitment programme. The scheme provides opportunities to help potential colleagues adapt to a work lifestyle and develop transferable skills. The programme is focused on communities including the Armed Forces and their families, the long term unemployed, those facing barriers into employment, and supporting the rehabilitation of offenders. The purpose is to drive a culture of inclusivity across our sites and provide local opportunities to enable people to learn, grow and develop. We are committed to Business in the Community's Ban the Box campaign to give people with convictions a fairer chance to compete for jobs by removing the question on convictions in our application forms. As a Ban the Box employer, we may still ask about convictions at a later stage in the recruitment process, and there may be some convictions that we cannot accommodate.

In 2022, we launched our first trial working alongside His Majesty's Prison Service by offering 30 paid work placements for individuals on Release on Temporary Licence (ROTL). We have since expanded employment opportunities for individuals on ROTL across a number of other sites. In 2024, we will see the continuation of the ROTL initiative across our network, and the commencement of custody to employment trials with His Majesty's Prison Service, the Police Force and the Probation Service. The launch of a formalised Civilian Work Attachment for military service leavers is also planned, as well as the introduction of further schemes to support those affected by homelessness and long term unemployment.

Meaningful opportunities through Mencap

Having attained Level 2 Disability Confident Employer status in 2022, we are now working towards Level 3 Disability Confident Leader status. The scheme recognises our ability to recruit, retain and develop our disabled colleagues.

Over the past year, we have also continued to develop our relationship with Mencap and have provided supported internships and work placements for 32 individuals with learning disabilities, across seven of our sites.

People Campus

Over the last two years we have been implementing our People Campus, an innovative solution which allows our customers to benefit from flexible, skilled and engaged colleagues in specific geographical areas. This has significantly enhanced our ability to meet the evolving needs of our customers, especially during peak seasons.

We understand that traditional work structures may not always accommodate the diverse needs and responsibilities of colleagues, particularly those facing challenges with childcare. Due to the flexibility of our approach, colleagues can request to work the hours and days that best fit with their respective commitments across various Wincanton sites.

One of the most notable achievements of the People Campus initiative this year has been the expansion of our footprint to encompass five distinct geographical locations including Doncaster, Northampton, Corby, Middlewich and Greenford. Our People Campus network now spans 18 sites strategically positioned to cater to the needs of our customer base.

The People Campus initiative is actively driving enhanced representation within the sector. Our People Campus teams comprise 42% female representation, significantly surpassing the UK transport and storage sector's average of 22.7%.

In 2023, People Campus won the people development award at the Logistics Leadership Awards. It was highly commended in the best resourcing initiative category at the CIPD People Management Awards and was also shortlisted for the workforce planning award at the Supply Chain Excellence Awards.



People development

Onboarding and induction

We have introduced a new onboarding and induction programme, Wincanton Welcome, which focuses on guides for new colleagues and managers prior to the start of their role, employee engagement surveys for new starters and induction training for managers.

Learning and development

We now have over 600 virtual and in-person learning courses available to all colleagues via our digital training platform, MyLearning. In the year, 2,330 courses were delivered and over 11,000 people attended and participated in over 23,000 training hours. New training programmes delivered include operational excellence, effective communication and navigating change. We introduced courses on industrial and employee relations and essential management skills following feedback from our Your Pulse survey.

In addition to the courses in MyLearning, we have launched our updated Line Manager Framework to support the ongoing development of our managers.

Our portfolio of HSEQ courses continues to grow with driver and MHE training. We now offer over 120 courses enabling us to upskill our colleagues, with over 15,000 training courses completed.

Future drivers programme

We are dedicated to making driving a more inclusive, flexible and rewarding profession. Throughout the year, we have successfully processed 61 drivers with a C+E licence, the highest HGV driving qualification.

We continue to develop a more diverse pool of drivers with 50% of this year's intake under the age of 34, a 2% increase on the previous year. We are pleased that our future drivers recruitment programme has a level of 7% of female new driver entrants against a backdrop of less than 2% of our overall driver population. Our future drivers programme now offers the opportunity for drivers to progress onto advanced dangerous goods by road (ADR).

Next generation talent

In 2021, we launched our NextGen programme, our development programme for high potential leaders. The first NextGen programme saw 96% of participants promoted within 18 months with 11.3% promoted to director level.

Three further NextGen cohorts were launched in March and September 2023. To date, 38% of attendees have achieved either a secondment, a change of role or a promotion while on the programme.

Graduate programme

During FY23/24, we continued with our two year graduate programme and welcomed 14 graduates into the business. We also introduced a new digital and technology graduate programme as we look at skills for the future, and welcomed three graduates into the business. Our 2023 cohort are 47% female and 24% are from ethnic minority backgrounds.

Since April 2023, 20 people from our graduate programme have been offered full time positions within the business. Roles secured vary from transport project lead to business development associate.

Early careers

Wincanton has played a prominent role in Generation Logistics, an industry led programme of engagement and promotional activities designed to attract new and diverse talent into careers in supply chain and logistics. Led by Logistics UK and the Chartered Institute of Logistics and Transport, Generation Logistics encourages the next generation of colleagues to engage with the opportunities available. Working in partnership with Generation Logistics, Wincanton has showcased the work we are already doing to attract new talent to our industry in schools and universities, and to key government and parliamentary stakeholders. These are delivered through a number of programmes including university industrial placements, degree apprenticeship programmes, T Level courses and our part time work scheme, Cygnets, which is aimed at 16 to 18 year olds in education.



Wincanton plc

Methuen Park
Chippenham
Wiltshire
SN14 0WT

wincanton.co.uk

Registered in England & Wales
under no. 04178808

