

Caring Ways Empowering Our People



What we have done ...

Training and developing our people is another crucial element to the long-term success of the business.

As a result, we now provide over 48,000 hours of training a year (up from 20,000 in 2023/24).

In 2024 we launched our Extraordinary Futures programme, where we support the development of our 'high potential' managers. Over 12 months, participants take part in a series of workshops, group exercises and feedback sessions that reflect real work situations. The goal is to help high performers understand their strengths, spot areas to improve and get clear direction on how to grow their careers. It's not about judging past performance, it's about unlocking future potential. We are delighted that eight out of the nine 2025 graduates of the programme were promoted either during or in the three months after the programme.

48,000
hours of training
a year



Spotlight on: The Academy



In 2022 we launched The Academy, our bespoke training venue based at The Tower Hotel by Thistle.

All team members can access on the job, face-to-face and virtual learning, comprising short courses, workshops, development days, podcasts, mentoring and apprenticeships from Level 2 - Level 7.



Where we are heading ...

We have identified two key areas of the Great Place to Work® criteria that specifically relate to Empowering our People

We are now focusing on these and have set the following improvement targets for FY26 and FY30.

Empowering our People	Current Score	Target Score FY26	Target Score FY30
People here are given a lot of responsibility.	76	80	89 (top 5)
Management is competent at running the business.	86	90 (top 5)	94

Caring Ways Valuing Our Diversity



What we have done ...

We are proud of the wide diversity of our employees.

This year we embarked on our first full Diversity, Equity and Inclusion audit with our specialist partner DPK Consulting.

Other initiatives include our Women in Leadership programme which launched in 2024. This 18-month programme forms part of our wider focus on developing and promoting the female talent in our business.



Where we are heading ...

We have identified two key areas of the Great Place to Work[®] criteria that specifically relate to Valuing our Diversity.

We are now focusing on these and have set the following improvement targets for FY26 and FY30.

Valuing our Diversity	Current Score	Target Score FY26	Target Score FY30
People here are treated fairly regardless of their sexual orientation.	90	93	97 (top 5)
People here are treated fairly regardless of their race.	88	92	95 (top 5)

