



I am delighted to welcome you to the OBD Academy and wish you every success as you embark upon this stage of your own development journey.

For our business to compete and succeed, our people must have the skills and confidence to perform to their potential. It is the Company's responsibility to create an environment and culture in which people have the opportunity to develop, such that they feel equipped and supported to take on new roles and responsibilities.

It is important that you take ownership of your professional development so that you remain skilled, fulfilled and capable of taking the business forward.

Together, we need to support each other and introduce clear and consistent standards that define how we:

- Lead our people
- Engage with our customers
- Manage our financial performance

Our investment in learning and development needs to connect with and help embed these standards. We are confident that the OBD programme will play a key role in supporting this.

I want you to enjoy and to feel challenged by your development journey and to make full use of the resources that the OBD Academy offers. This is a long-term investment from which we will all benefit.

With best wishes,

A handwritten signature in black ink that reads "ALFIELD".

Alison Field
Group HR Director