



Our road to sustainability

Environmental, Social and
Governance report 2026

AA

Contents

Our sustainability framework

5

Planet

6

- Operational net zero update
- Operational net zero transition plan
- Fleet decarbonisation
- EV transition
- HVO case study
- Property emissions
- Environmental management
- Digital services

7
8
9
11
13
14
15
17

People

18

- Colleague engagement
- People and Culture
- Capability development
- Building AI Capability

19
21
23
24

- Armed Forces Covenant case study 25
- Colleague wellbeing 26
- Health & Safety 27
- Vehicle safety case study 29

Community

30

- Campaigns 31
- UK EV readiness case study 32
- AA Charitable Trust 33
- Charity support 35

Governance

36

- Governance overview 37
- ESG governance structure 38
- Governance focus areas 39
- Alignment with UN Sustainable Development Goals 41



A message from our chair

Rick Haythornthwaite
Chair of the Board, The AA

Our purpose at the AA is to create confidence for drivers, now and for the future.

As a business we must therefore remain agile and ready to adapt to challenges in order to deliver on that purpose and continue to support drivers as the world around us changes quickly.

As we publish this milestone fifth ESG report, I am pleased with our sustained commitment to the ambition we set five years ago. Looking back to 2021, we did not yet have a net zero target or delivery roadmap, alternative fuel vehicles supporting our fleet transition, established colleague network groups across our colleague base to promote inclusion, or a formal national charity partnership. Today, each of these is well established and embedded within our strategy.

This year, I have been pleased to see continued progress across Planet, People and Community, the three pillars of our ESG framework. We reached our first Scope 1 and 2 emissions-reduction milestone against our FY20 baseline, which included achieving a 73% reduction in property emissions and increasing our alternative fuel vehicles to 219 within our fleet.

At the same time, we achieved strong colleague engagement and saw key matters that we championed and campaigned on, such as road safety, recognised in government policy.

Five years of progress in sustainability and ESG, delivered alongside five years of revenue and profit growth, reinforces our belief that responsible long-term stewardship and commercial performance must go hand in hand. Looking ahead to the next five years,

I remain confident in the balance we are striking here, and in the direction of our strategy. There is still much to do; however, the progress we continue to make strengthens my belief that the AA can thrive while supporting drivers, both today and for the long term.



A message from our CEO

Jakob Pfaudler
Chief Executive Officer, The AA

Every year, our ESG report provides an opportunity to demonstrate our progress against our sustainability framework.

In a year of continued commercial momentum and strategic progress, we have remained focused on delivering positive ESG outcomes as a core part of building a business that is successful now and in the future.

Reflecting on the year, I am pleased to see measurable progress across all three pillars of our sustainability strategy:

Planet:

- Successfully delivered the first phase of our operational Net Zero Transition Plan, with Scope 1 and 2 emissions 11% below the FY20 baseline.

- Achieved a 40% reduction in property emissions compared to last year.
- Reached over 200 alternative fuel vehicles in our fleet, more than quadrupling the number since FY25.

People:

- Our original senior leadership gender diversity targets were set in FY21 and, after running for five years, we were on track at the end of the period, having met the gender target early.
- Another record year for colleague engagement, with scores reaching 76%.

Community:

- We have continued to lobby to improve safety for all drivers and saw the contents of our #BuckleUp campaign for road safety reflected in the government's new Road Safety Strategy.

- We were also pleased to launch our quarterly EV Readiness Index providing a data-based, independent viewpoint to help drivers navigate the practical realities of the transition, and inform better decision making across government and industry, that is grounded in driver experience.

Whilst we have made progress, there is still plenty more for us to do. Where we haven't moved as far or as fast as we intended this year, we've used that insight to sharpen our focus and prioritise actions required to improve performance in the years ahead.

Overall, we are encouraged by the continued momentum across our sustainability agenda, particularly alongside our ongoing business transformation and strong commercial performance. I remain assured in the direction of our strategy as we continue to create confidence for drivers, now and in the future.



Our sustainability framework

Our sustainability strategy aligns to 3 clear pillars, underpinned by strong governance.

These pillars support our strategic priorities and our culture. Most importantly, they're focused on driving positive impact for all our stakeholders.

Planet

We believe that driving doesn't have to cost the earth. So, we're committed to reducing our impact and supporting drivers to do the same.

People

We're creating a safe and inclusive workplace that attracts and develops the widest talent pool and underpins our business success.

Community

We're driving change for the better for our communities – supporting cleaner, safer and more accessible ways of driving.

Governance

All of this is underpinned by our corporate governance approach, making sure we act in ways that are always transparent and ethical.



Planet

We believe that driving doesn't have to cost the earth.

So, we're committed to reducing our impact and supporting drivers to do the same.



Operational net zero update:

Progress on our scope 1 and 2 emissions

Our 2035 target

The climate crisis requires all businesses to act, and we are committed to supporting the transition to a low-carbon economy.

We have set ourselves an ambitious target of being **net zero for our operational emissions by 2035**.

This target covers our Scope 1 and 2 location-based emissions and means reducing these emissions by at least 90% in absolute terms by 2035.

In FY26 we updated our Scope 2 reporting approach (previously presented on a market-based basis) so that progress against our operational net zero target is assessed using location-based electricity emissions. This provides a more consistent view of performance over time and better reflects grid-average emissions as our electricity use evolves, including the growth of EV charging.

We continue to track and disclose market-based emissions separately in our Annual Report and Accounts for transparency.

In FY26, our total Scope 1 and 2 emissions were 38,273 tCO₂e, and we are pleased to report that we have outperformed our 10% reduction milestone against our FY20 baseline. Our operational fleet continues to account for most of our operational emissions and year-on-year movement is influenced by demand for our services; roadside tasks increased by 2% in FY26. As a result, fleet emissions increased again this year, reflecting greater activity. This is consistent with the pathway set out in our Transition Plan, which anticipates some variability in absolute emissions as demand changes while decarbonisation measures scale up. Decarbonising roadside operations therefore remains central to delivering our target, and during FY26 we continued to progress our low-carbon operating model, including scaling lower-carbon fleet options and increasing remote-fix capability to avoid unnecessary journeys. We also made strong progress in our property footprint, delivering a 40% reduction in emissions from last year, driven by estate optimisation and continued energy efficiency measures.

We report Scope 3 emissions for colleague business travel in line with SECR requirements, which has increased by 37% (76 tCO₂e) from last year, mainly due to the inclusion of AA Media’s business travel emissions as part of the acquisition in late 2024. This year, we also strengthened our approach to wider Scope 3 emissions, beginning preparations for UK Sustainability Reporting Standards, initiating supplier engagement focused on our highest-

emitting suppliers, and utilising a carbon accounting platform to improve data quality and accuracy.

We maintained our CDP Climate score of B in FY26. We are currently conducting an industry classification review with our other ESG ratings provider to better align with our operations, with a reassessment expected later in the year.

Table 1: Greenhouse gas emissions by scope

	FY20	FY21	FY22	FY23	FY24	FY25	FY26
Scope 1	40,500	33,621	34,016	35,476	36,434	36,696	37,640
Scope 2 (location-based)	2,395	1,777	1,675	1,184	933	897	633
Scope 1 & 2 emissions	42,895	35,398	35,691	36,660	37,367	37,593	38,273
Scope 3 (colleague business travel)	577	167	181	277	232	205 ¹	281

¹ FY25 Scope 3 emissions restated in FY26 following correction of hire car data identified through internal audit. The impact is not material to total Scope 1–3 emissions.

Operational net zero transition plan: Our roadmap for decarbonising

The chart below outlines the three distinct phases in our plan for achieving Scope 1 and 2 net zero by 2035. We are pleased to report that we have exceeded our Phase 1 milestone for Scope 1 and 2 emissions against our FY20 baseline, surpassing our 10% ambition.

This is a meaningful achievement and marks our readiness to move into Phase 2, where we will continue to scale delivery across our operations and build momentum towards our 2030 ambition, keeping us on track for our longer-term trajectory towards 90-100% reduction by 2035.

This remains an intentionally stretching target and we acknowledge there are factors beyond our control. We shared last year that we will need to see technology advances, price competitiveness and supportive public policy in the UK market for zero emission vehicles to

ensure success. We will continue to provide updates on an annual basis and are committed to supporting the decarbonisation of driving in the UK.

Chart 1: The AA's operational net zero transition plan: Our roadmap for decarbonising our scope 1 & 2 emissions



Footnote 1: From FY26, Scope 2 electricity emissions are reported using a location-based method. This reporting change does not alter our targets or the transition plan trajectory.

Footnote 2: The transition plan and associated timings is presented using calendar years for clarity for customers and stakeholders; for example, 2019 corresponds to FY20.

Fleet decarbonisation:

Finding low carbon ways to serve our members

Delivering our operational net zero transition plan depends primarily on decarbonising our roadside fleet. In FY26, fleet emissions accounted for 97% of our Scope 1 and 2 footprint, so our biggest levers are how we fuel, operate and ultimately replace our vehicles. Our fleet of over 3,000 vehicles is central to our operational net zero challenge. We have some AA-specific challenges on decarbonisation including:

- **Towing:** Almost all our vehicles tow other vehicles, and current electric options do not offer comparable towing performance.
- **Parking:** We do not operate our own depots, so charging is challenging and often needs to be done at patrol homes overnight.
- **Range:** Many of our patrols cover hundreds of miles a shift, so range is a challenge for us too.
- **Routes:** Our patrols are constantly responding to the needs of our members, so route planning is not possible prior to shift.
- **Capacity:** When members need us most, we sometimes need to add extra capacity at short notice to maintain service levels.

Summary of our progress in FY26

This year we significantly expanded the use of lower-carbon fuels across our operational fleet, more than quadrupling the number of alternative-fuel vehicles on the road. We scaled the use of plug-in hybrids (PHEV) and HVO, and the AA remains the only UK-based roadside assistance provider to add fully electric recovery vehicles to its fleet. While total fleet emissions increased as activity and operational mix changed (including the growth of Mobile Mechanics and more in-house recoveries), we continue to monitor fleet emissions intensity closely. As shown in Chart 3, fleet emissions intensity increased to 11.03 in FY26, influenced by demand patterns and operational mix as decarbonisation measures continue to scale.

Chart 2: Number of alternative fuel vehicles on operational fleet (Number of vehicles in operation)

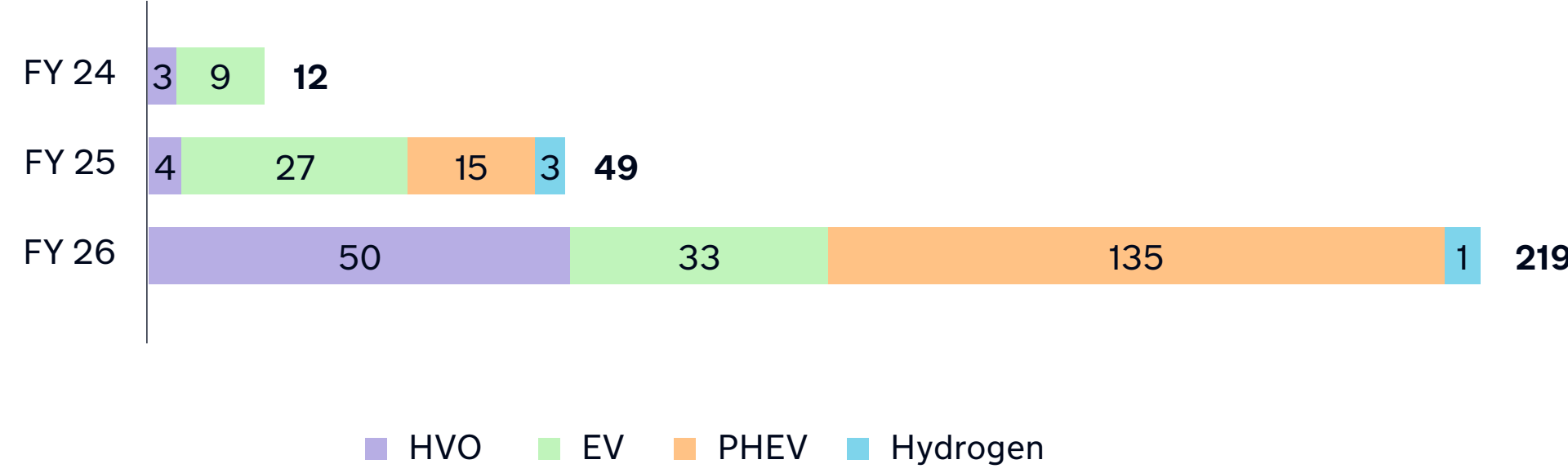
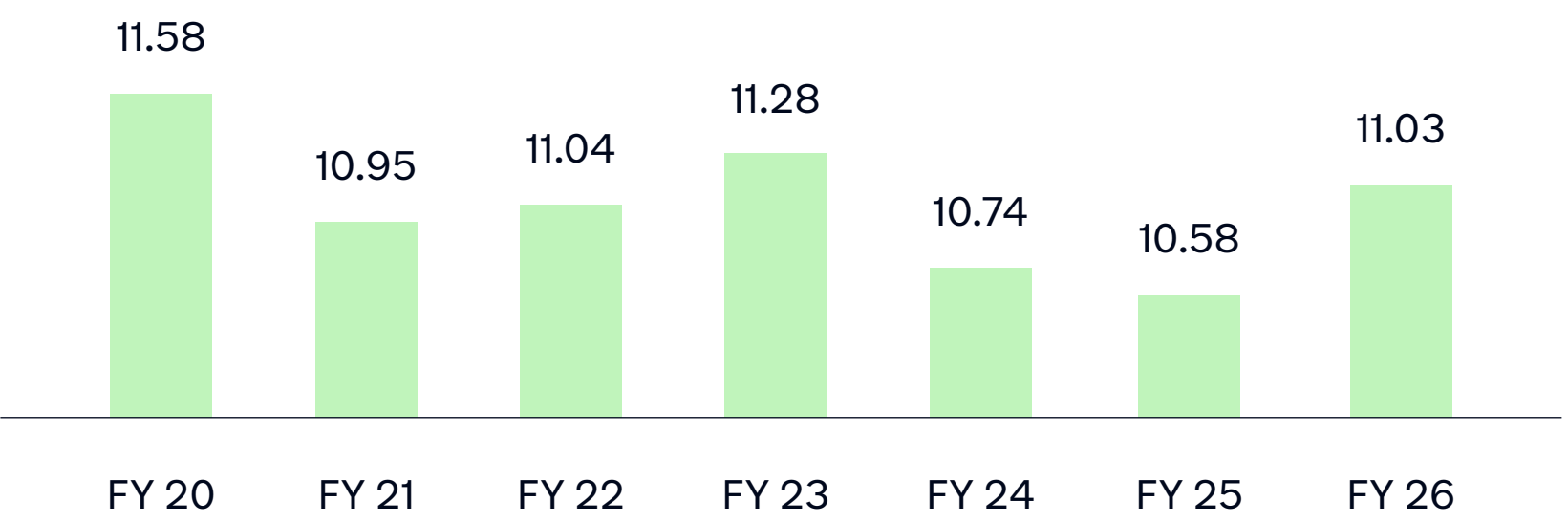


Chart 3: Operational fleet emissions intensity (kgCO₂e/task)



Turning our yellow vans green

We quadrupled the number of alternative fuelled vehicles compared with last year, making FY26 a significant year for our fleet of iconic yellow vans and trucks. We expanded operational use from six regional locations to UK-wide coverage and delivered this without detriment to customer service outcomes. Our level of home charging on our vans is peer-leading in the marketplace, supported by recharging infrastructure deployed at colleagues' homes to maximise lower-carbon ways of working. We also continue to operate electric vehicles in other business areas with lesser towing requirements, including Key Assist, Mobile Mechanics, Vehicle Inspections and our Signs business. During the year, we also introduced an EV marketing events vehicle.

Future plans: with a lower volume of vans due for refresh, our focus in FY27 will be improving operational practices which reduce emissions, including driving behaviour, charging timing, route planning and our remote fix strategy.

Reducing our recovery emissions

Vehicle recovery continues to be our most emissions intense activity. We now have 50 recovery trucks running on hydrotreated vegetable oil (HVO), which reduced emissions by 784 tCO₂e in FY26. We continue to operate four AA-bespoke electric recovery vehicles, including one large recovery truck, one small recovery truck and two large recovery vans that are all in full operational use around the UK. The electric recovery vehicles continue to prove valuable in dense urban areas, but have limitations on range and recharge time that impact our ability to run the best possible service for our customers.

Future plans: Further expansion of HVO provides the best balance of emissions reductions and operational viability, and we will extend its use to further recovery trucks in FY27.

Solving customer issues remotely

We also continue our remote fix strategy with a team of trained technicians helping our members solve problems on the phone. Each issue resolved by this team means a journey avoided by one of our patrols, leading to reduced emissions. In FY26, we saw a 13% increase in the number of tasks we were able to resolve without sending a vehicle out to the member. Over 120,000 tasks were resolved remotely. With the addition of tested AI technology in triage, we see further opportunity to increase remote fixes in the future.



EV transition:

Creating confidence for electric drivers

Our fleet decarbonisation efforts sit hand-in-hand with the work we are doing to get ready for the wider EV transition.

We continuously review and horizon-scan current and upcoming developments around UK Government policies and programmes for road transport decarbonisation, including plans to phase out the sale of new petrol and diesel-only cars and vans by 2030, with hybrid vehicles permitted until 2035, and a transition to 100% zero-emission new car and van sales from 2035. While electric vehicle uptake has grown significantly in recent years, market conditions remain dynamic and will continue to evolve.

EV ready in our roadside business

Our roadside patrols are on the frontline of this transition, with EV tasks making up 6% of our workload during FY26. This has not been a problem for our highly skilled workforce, with 99% of patrols now trained to a Level 2 EV capability, enabling safe work around high-voltage systems. To date, the work our patrols undertake on EVs remains broadly comparable to other vehicles, and our repair rate has remained strong. In FY26, only 1.64% of EV jobs we attended were due to the high-voltage battery being out of charge. This percentage has more than halved since 2021 and, at fewer than 10 incidents per day on average, this suggests that range anxiety is far less of a real-world problem than many drivers might think.

Chart 4: EV workload for Roadside business (% of total workload)

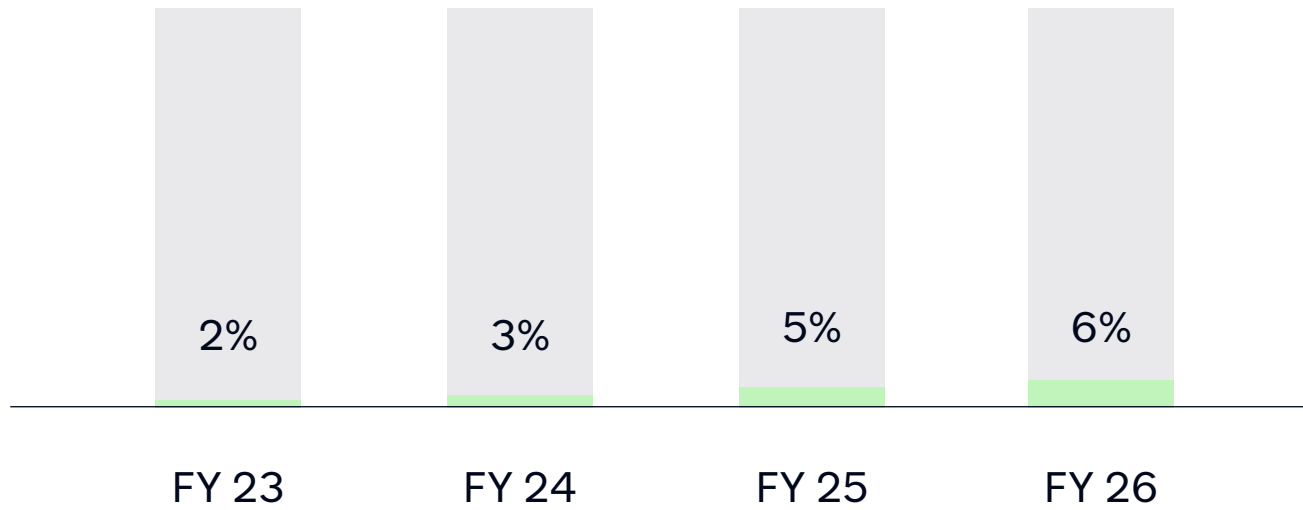
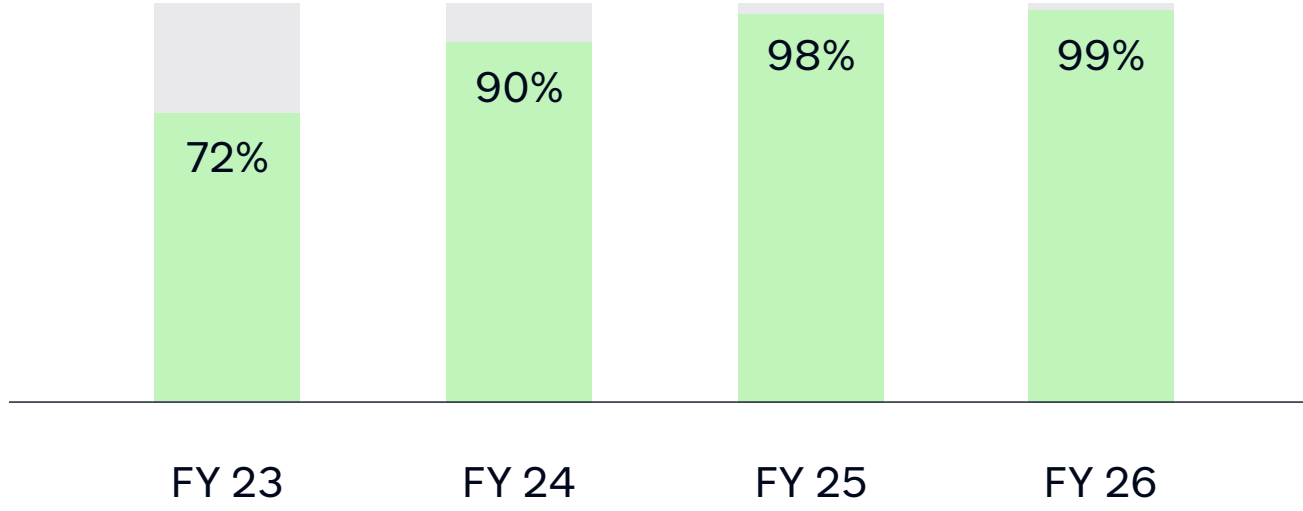


Chart 5: Patrols trained to EV Level 2 capability (% of all patrols)



Electrifying our other business units

We continue to support EV drivers across the driver lifecycle, including through our insurance, driving school, accident management, SMR and vehicle resale offerings. In our insurance businesses, we offer EV-ready cover, and our claims garage network is set up to accept and repair EVs. In our education businesses, we continue to offer EVs as a choice for our franchise driving instructors and have expanded our range of vehicles for them. Our Drivetech business also ran over 300 EV-focused courses in FY26 across both on-road and e-learning formats. Across our wider networks, 94% of our accident repairers and 43% of our AA-approved service, maintenance and repair garages conduct EV work, and 8% of the cars listed by used car dealerships on AA Cars were electric. However our customers wish to drive, we're working hard to support them.

Supporting policy that works for electric drivers

Throughout the year we have actively supported the transition to zero emission vehicles with Government, industry and wider stakeholders. Our President is a member of the Council for Net Zero Transport, and our CEO has put forward policy proposals on the EV transition to the Transport Secretary. We believe effective, system-wide change is only possible if we work together on behalf of drivers, and we are active members of Government bodies and advisory groups such as the Motorists' Forum and PACTS, alongside regular dialogue with the SMMT, BVRLA, Logistics UK and the Office for Zero Emission Vehicles. We launched The AA EV Readiness Index in FY26, designed to help drivers navigate the practical realities of the transition and to keep driver experience at the centre of our research and advocacy. Read more about this in the case study on page 13.

Growing with the EV charge point operators

In FY26 we continued to grow our support business for EV charge point operators (CPOs) in the UK. These CPOs install and maintain the public charging network, and we support them by providing customer support services through our call centres. During FY26 we provided these services to eight different CPOs and in December 2025, we estimate we were supporting around 25% of all public EV charge points in the UK. We are exploring ways to expand this offering in FY27, including the potential for remote fixes and/or on-the-ground support from our patrols.



HVO case study:

Running our trucks on vegetable oil

Our recovery trucks make up a disproportionate amount of our fleet emissions because they have larger engines, transport heavier loads and operate around the clock. In FY26 we took a major step forward in our number of vehicles which use hydrotreated vegetable oil (HVO), increasing the number of vehicles from 4 to 50. HVO is a biofuel which can significantly reduce lifecycle CO₂ emissions compared to diesel. We remain reliant on publicly available sources for HVO fuel; however, around 20% of our recovery trucks now access HVO routinely, delivering significant emissions savings in FY26. We caught up with one of our recovery leaders who uses the fuel regularly to understand how it is working in practice:

“Using HVO in our recovery trucks is as easy as using diesel. The trucks just run like normal and it’s reassuring to know that I and my teams can top up with diesel, if we ever get caught short. Our members have also been impressed when I tell them the truck runs on HVO. They normally want to find out more about the impact this has from an environmental perspective and sharing that it can reduce lifecycle emissions by up to 90% versus diesel really wows them. The only unusual thing I have noticed is that HVO is almost clear when it comes out the pump and doesn’t smell like diesel at all.”

Gary Holian,
Performance Leader Recovery



Property emissions: Modernising our workplaces

This year our property programme has been shaped by two priorities: enabling hybrid working and modernising our workplaces to improve the efficiency of our operational footprint as we work towards our operational net zero target for Scope 1 and 2 emissions. By reducing and optimising the space we occupy, we can lower energy demand and create workplaces that better meet the needs of colleagues and the business.

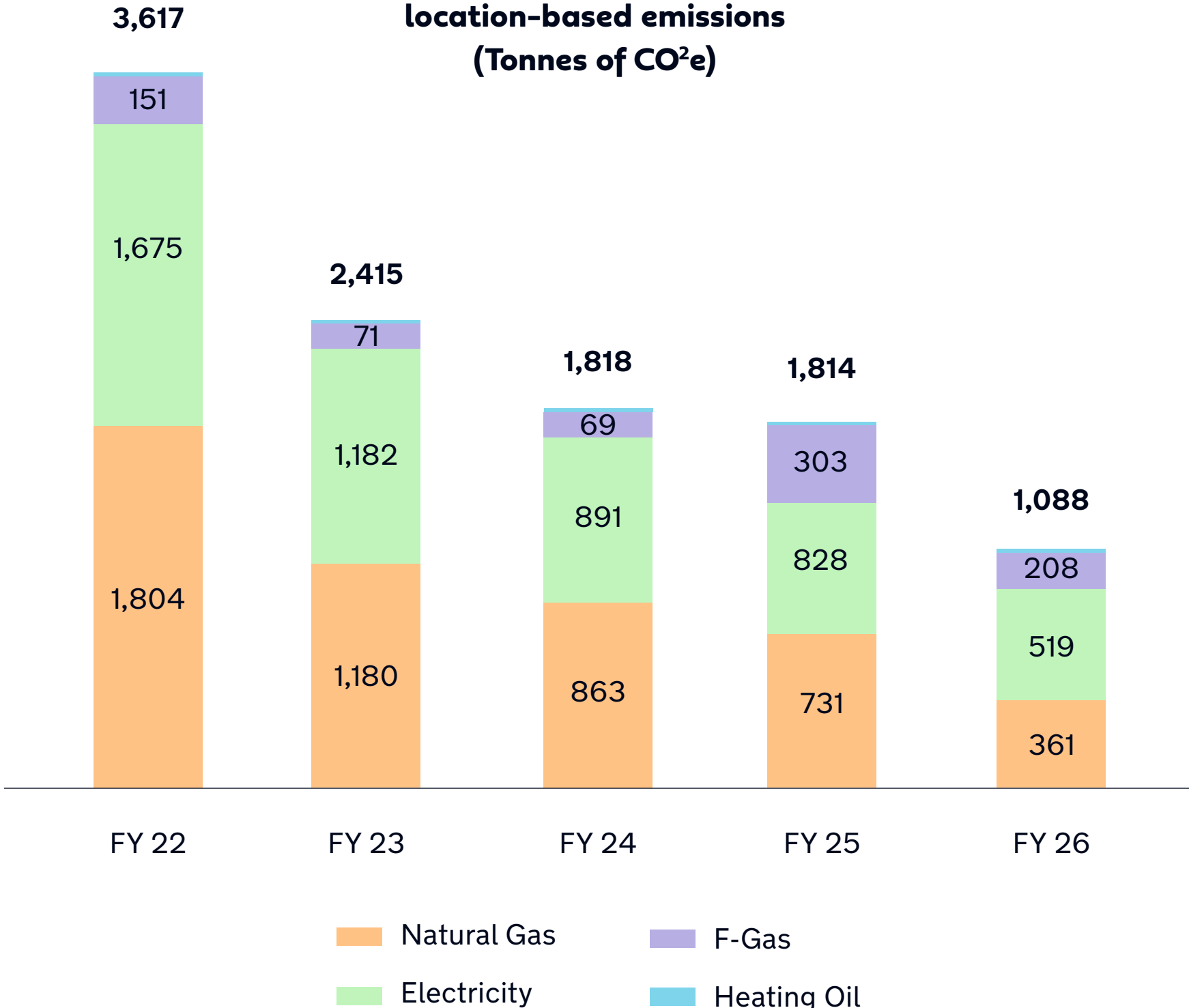
These efforts are reflected in our FY26 results. Total property emissions reduced by **40% compared with FY25** (see Chart 6) and are down **70% since FY22**. The improvement has been driven primarily by reduced emissions from building energy use, consistent with a smaller and more energy-efficient footprint following the transition from Fanum House to Plant. Although it was a significant moment to say goodbye to a historic AA building, our move into Plant represents a positive step forward in energy performance and a more efficient workplace for hybrid working.

Emissions and energy actions in our buildings

We continue to look for ways to reduce emissions and improve energy efficiency across our properties. The below list outlines some of the actions progressed in FY26:

- Introduced new sustainability requirements and clauses in our lease renewals at London (Bluefin) and Dartford (Autocentre), committing to coordination with our landlords to support more sustainable operations.
- Moving from our historic Basingstoke HQ at Fanum House to Plant, a more modern and energy-efficient building, delivering an 89% reduction in electricity consumption when comparing a full operational summer month at each site.
- Increased LED lighting, eliminating halogen lighting in our Dartford Autocentre.
- Ongoing review and adjustment of HVAC plant, lighting, boilers and other ancillary equipment across all properties to right-size against our increasing occupation.
- Continued focus on managing and reducing fugitive refrigerant emissions (F-gas) through monitoring, maintenance and targeted interventions where required.

Chart 6: Property related location-based emissions (Tonnes of CO₂e)



Electricity emissions in Chart 6 are presented on a Scope 2 location-based basis. Market-based Scope 2 outcomes linked to renewable electricity procurement are reported separately and disclosed in our Annual Report and Accounts.

Environmental management:

Structured approach to energy, waste and water

Environmental Management System (EMS)

The AA maintains an Environmental Management System (EMS) that is aligned to the ISO 14001 standard and is designed to address energy, waste and water through a structured Plan-Do-Check-Act approach. Key features of this management system include:

- Executive ownership for environmental management, supported by an in-house Sustainability function.
- Regularly reviewed and updated environmental policies and procedures to support this throughout the business.
- Comprehensive controls across the entirety of our operations to assess compliance with all relevant environmental laws and regulations.

- Clear environmental strategy, objectives and plans that ladder up to our operational Scope 1 and 2 net zero target.
- Continuous monitoring of energy, waste and water performance through relevant internal and external forums to identify areas for improvement as part of our management review process
- Annual reviews and audits of third-party suppliers in relation to our Duty of Care and other environmental requirements.
- Third-party certification of our system against ISO 14001 for our Roadside and Drivetech businesses.

All these steps are subject to regular internal audits and periodic third-party verifications for our Roadside business as part of our ISO 14001 certification. Environmental performance data is tracked and reported through our management review process.



Waste and water reporting

Roadside waste collected by our patrols remains our largest waste stream, and we take full responsibility for ensuring it is managed responsibly. In FY26, vehicle batteries were the biggest single contributor. We collected 232,342 batteries, equivalent to 3,881 tonnes of waste, and all were recycled or recovered through approved waste management partners. Overall waste volumes decreased this year, largely because FY25 included a significant amount of IT waste generated during our move to the Plant building in Basingstoke. Despite this one-off impact, we maintained a strong focus on responsible waste management, with 96% of all AA waste recycled during the year and the remainder handled safely through approved recovery or disposal routes.

We monitor our water usage across a number of our key sites including Basingstoke, Bedford, Dartford, Newcastle, Oldbury and Redditch. In FY26, total water consumption was 8,929m³, a 48% reduction compared with FY25. This reduction was mainly due to the closure of our former Basingstoke headquarters at Fanum House and our relocation to the Plant building. We will continue to monitor and manage water use carefully across our sites in the years ahead.

Chart 7: Total waste by treatment

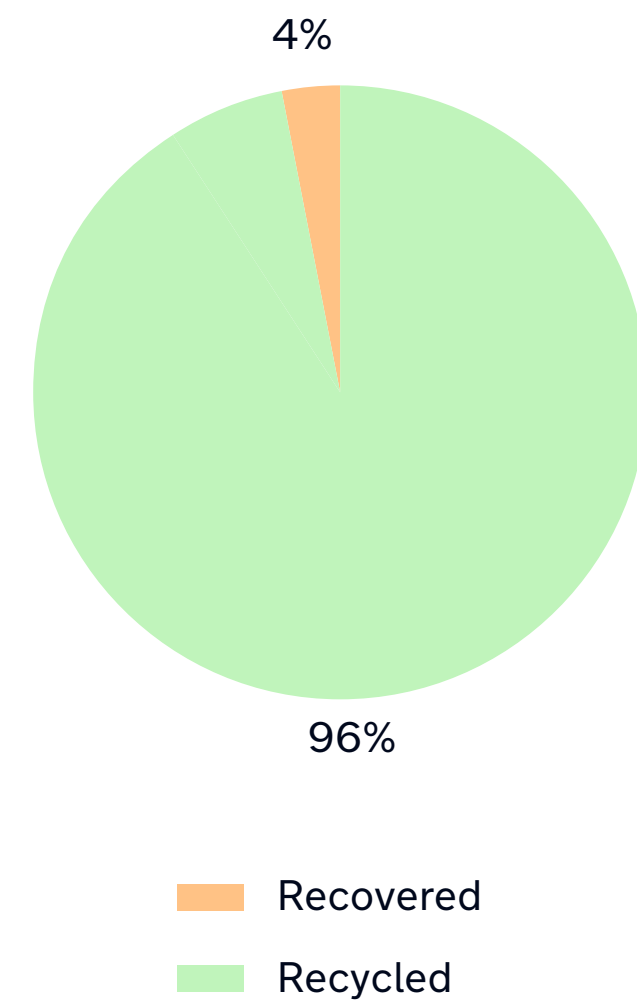


Table 2: Total waste by area of business (Tonnes)

Business area	FY20	FY21	FY22	FY23	FY24	FY25	FY26
Roadside and SMR waste	3,203	4,243	3,139	3,143	3,814	4,067	4,097
Property and IT waste	523	215	212	241	235	362	291
Total waste	3,727	4,458	3,351	3,384	4,049	4,428	4,388
Of which hazardous waste	3,172	4,219	3,129	3,119	3,803	4,067	4,063

Table 3: Total water usage at metered sites (m³)

Metric	FY20	FY21	FY22	FY23	FY24	FY25	FY26
Water usage (m ³)	31,389	12,948	14,078	14,340	18,869	17,031	8,929

Digital services:

Reducing reliance on physical materials

One of our core strategic goals is delivering digital convenience alongside human care.

We want to provide easy and accessible digital journeys that improve the customer experience, and we also know that moving services online can reduce environmental impact through improved service efficiency and reduced reliance on physical materials. We will continue to offer both digital and non-digital engagement methods and remain committed to supporting vulnerable customers through cross-trained colleagues and strong internal quality assurance.

Advancing a digital-first breakdown experience

In FY26 we continued to expand and improve our digital breakdown journey. Our “Report a Breakdown Online” (RABO) service delivered another record year, with 1.3 million breakdowns reported digitally — a 17% increase on the prior year. We also extended this digital experience to B2B customers for the first time, reflecting growing demand for digital-first support. Nearly two-thirds (62%) of customer breakdowns also used the “Track my Patrol” feature, helping to reduce follow-up calls for arrival updates or cancellations. Reporting online remains around twice as fast as calling, enabling customers to access help and safety advice sooner and reducing the time they may spend waiting at the roadside, including in situations where they feel unsafe.

Reducing paper through digital member communications

Alongside membership cards, we also continued to shift new and existing member communications from paper letters to email. The proportion of our In-Life transactional communications delivered by email increased from 57% in FY24 to 83% in FY26 (excluding SMS), helping to reduce paper consumption and the emissions associated with printing and postal delivery.

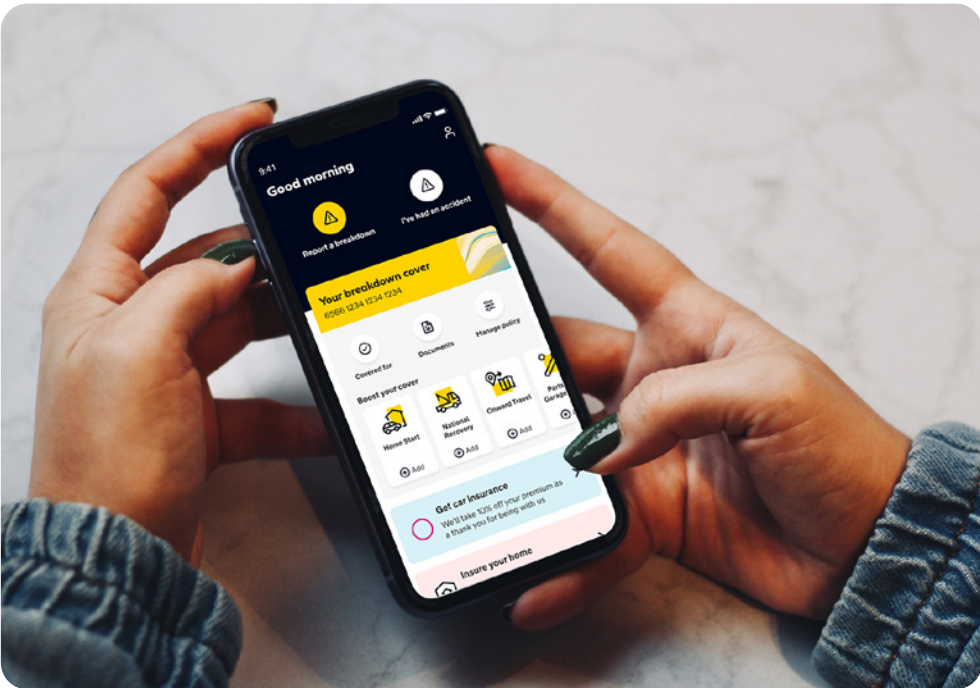
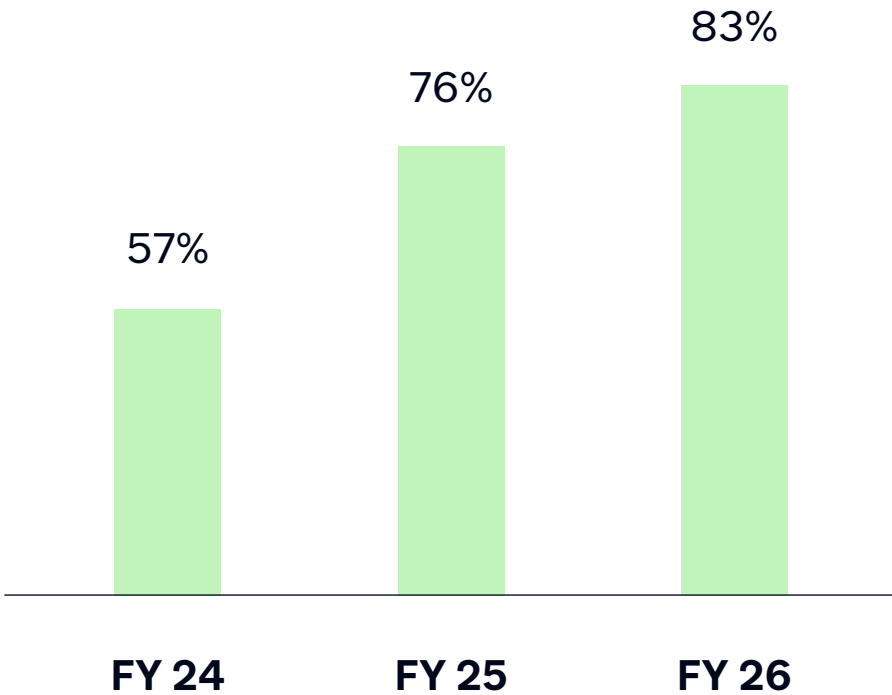


Chart 7: Member communications delivered by email



People

Our people are at the core of The AA, and we're committed to creating a safe, inclusive workplace that attracts and develops the widest talent pool and underpins our business success.



Colleague engagement: *Creating a great place to work*

Our Voice employee engagement survey

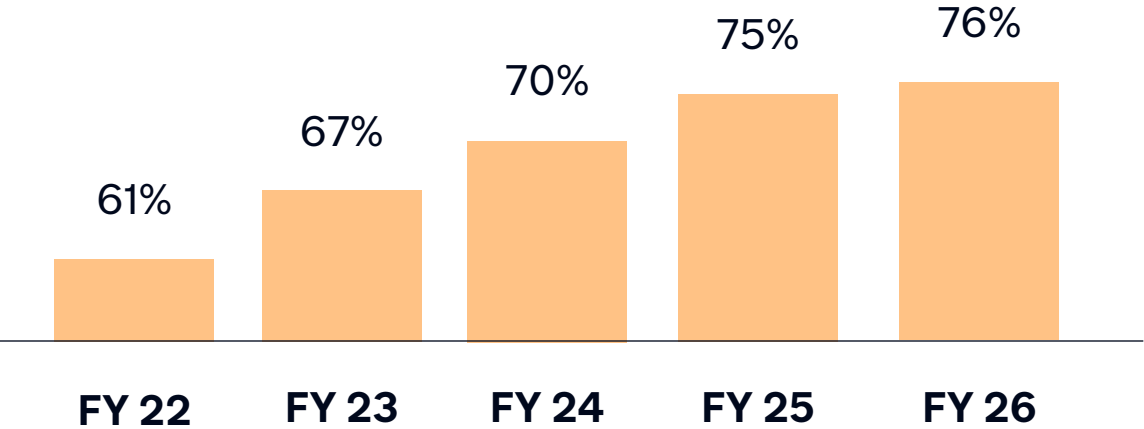
We actively encourage colleagues to share their experience of working at The AA through our anonymous engagement survey, Our Voice, which is open to all colleagues twice a year. Regular, structured feedback enables us to identify strengths, address emerging risks early and prioritise actions that support performance, retention and customer service.

In our December 2025 year-end survey, we achieved our strongest results to date, building on consistent improvement in previous years. High and improving engagement is closely linked to productivity, customer satisfaction and colleague retention, and provides a leading indicator of organisational health. These results reflect the positive impact of our people initiatives and support our confidence in sustaining strong operational and commercial performance.

Some of the headline results are as follows:

- Response rate was **89%**, up 1 point compared to December 2024.
- Positive employee engagement result was at **76%**, up 1 point compared to December 2024.
- Employee net promoter score was **75%**, an increase of 1 point compared to December 2024.
- More than 21,000 comments which we analyse and pull out the key themes to address.
- Scores on all individual questions have increased since the 2024 surveys.

Chart 8: Employee engagement since FY22



Colleague engagement: *Creating a great place to work*

Colleague representation

Beyond our formal feedback and engagement surveys, we have other formal mechanisms to ensure people’s views are heard. Our Management Forum is an elected group to represent management-level colleagues, and our recognised trade union Community represents our staff grade colleagues (representing 90% of our colleagues). We are also supported by our Colleague Network groups, which help ensure diverse voices are heard and reflected in our discussions and decision-making. With all groups, meetings are held regularly to discuss business strategy, financial performance and colleague-related matters

The Sunday Times Best Places to Work 2025

We were delighted to be named a Sunday Times Best Place to Work 2025, recognising the dedication and commitment of our people. This achievement reinforces our focus on creating a positive and inclusive workplace culture, while also strengthening our employer brand and external reputation.



Chart 9: Our journey since 2021 - our engagement score has increased by 15 points since Nov 2021, and we have also seen significant increases in key areas



People and Culture:

Delivering great business results

Our people are at the core of The AA and we're committed to creating a safe, inclusive workplace that attracts and develops the widest talent pool and underpins our business success.

We are proud of the progress we made in FY26 to support this, including;

- **Recruitment and promotion:** We continue to monitor senior leadership gender and ethnic representation monthly to ensure we are attracting and promoting talent from the widest pool. Mandatory diverse shortlists for all management roles strengthen the quality of hiring decisions.
- **Talent and career development:** We promote our internal career opportunities to all colleagues, supporting our people who want to grow their careers at The AA. In FY26, 50% of vacancies were filled by internal talent, our highest level to date. We have also introduced new apprenticeship programmes, strengthening our future skills pipeline and supporting long-term workforce sustainability.

- **Colleague networks:** We continued to grow and support our five Colleague Network Groups and have increased membership and participation at educational events and key festivals. These networks foster collaboration, broaden perspectives and support a culture where colleagues can perform at their best.
- **Voluntary disclosure:** We increased disclosure of personal characteristics to the highest it has ever been. The improved data insight demonstrates the trust our colleagues have in our organisation.
- **Engagement:** In our annual engagement survey, we ask our colleagues if The AA acknowledges and respects the differences of our people. In the December 2025 survey we scored 78% positive engagement for this question, a score considered best in class.



Progress against our diversity targets

To help us achieve the benefits to our business diversity brings, we set two targets for female and ethnic diversity at senior levels. These figures represent our Group Executive Committee and their senior direct reports. These targets are underpinned by activities which help support an increase in diversity at all levels in the business. At the end of FY26, we stood at 44% for female representation which exceeds our target of 40% and demonstrates our focused commitment. We maintained 9% from FY25 for ethnically diverse representation, narrowly missing our 10% target which we will carry forward to FY27.

Table 4 provides a breakdown of gender diversity in our employee population at different levels as at the end of FY26. The total employee line shows the impact of our patrol workforce. Patrol colleagues make up approximately 35% of our overall workforce and therefore have a meaningful impact on our profile. The team is predominantly male, in line with the broader UK vehicle mechanic market.

Table 4: Gender diversity by employee level

Group	Gender split %		Total
	Female	Male	
Group Executive Committee	22%	78%	9
Senior Leaders	48%	52%	60
People Leaders	36%	64%	801
All other employees	30%	70%	6,309
Total employees	30%	70%	7179
Total employees (excluding patrols)	45%	55%	4,835

Chart 10: Gender diversity in leadership

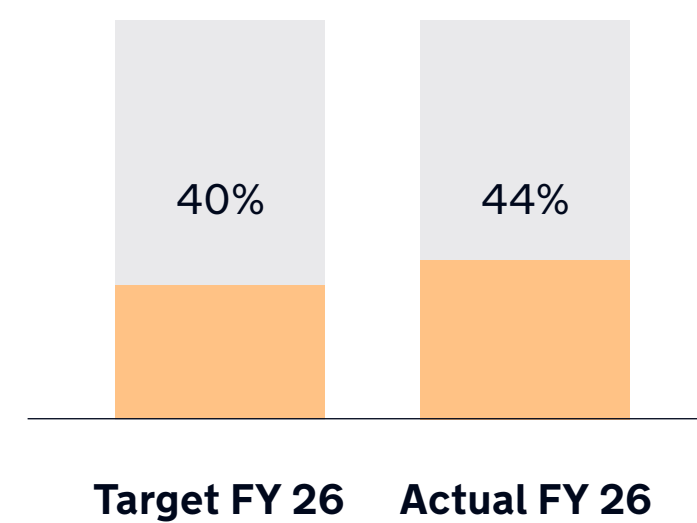
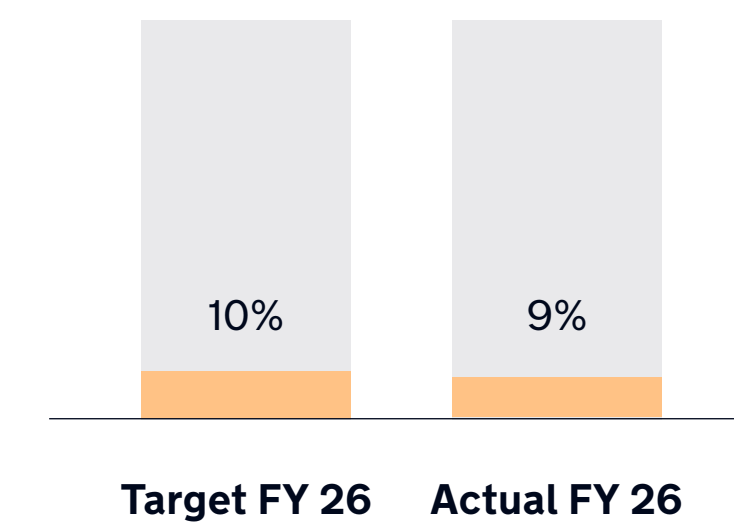


Chart 11: Ethnic diversity in leadership



Capability development: *Supporting growth of our people*

Developing our people

Investing in our people is critical to delivering our strategy and sustaining long-term business performance. Building capability across the organisation strengthens operational excellence, accelerates innovation and enhances the experience we provide to our customers. We offer self-led learning, bespoke AA technical development, and a range of leadership and professional programmes. In FY26, we were pleased to see our people complete over 185,000 hours of learning on our tracked systems throughout the year, equating to 14 hours per employee.

Leadership

Strong leadership capability is central to executing our strategy and driving commercial results. Building on our existing leadership development programmes, we focused on senior leader bench strength and capability. We launched a robust framework to capture what leading in our business looks like, aligned with our AA behaviours. Throughout the year we invested in 11 internally and externally delivered development masterclasses. The topics included Growth Mindset, Leadership Resilience and The Art of Influence. Two hundred senior leaders attended these programmes.

Patrol career development

To support our commitment to technical development, we have invested in career development for our Patrols. The Trainee Patrol Programme is a structured pathway designed to grow technical talent from a broad talent pool into IMI qualified Patrols aligned to vocational standards. The programme combines off-road time for learning and coaching with mentoring by more experienced Patrols. The programme addresses sector skills shortages while also strengthening internal pipelines.

In addition we ran development programmes for Level 2 Patrols to develop the technical skills required for Level 3. This involves off-road development and IMI-aligned practical and knowledge assessments, reinforced through sustained on-the-job mentoring and shadowing.



Building AI Capability

We have made a strategic investment in AI upskilling across our organisation. Through partnerships with leading providers, we are building the capability to apply AI to business challenges.

- Our senior leaders are leading AI projects supported by learning and mentoring delivered by Cambridge Spark, giving them the confidence and capability to lead change and ensure we stay ahead in a rapidly evolving digital landscape.
- Our apprenticeship levy is being utilised to build AI capability by upskilling colleagues in partnership with Multiverse. The apprenticeship focuses on developing practical, hands-on AI skills that can be directly applied to business challenges. Colleagues are already translating learning into action, using AI tools and techniques to improve decision-making, efficiency and performance.

- Our partnership with UCL has seen MSc interns contributing to applied use cases and building their work experience
- Alongside this, we have enabled safe, practical use of AI tools across the wider workforce through our Ignite academy, for all colleagues to learn about AI and ChatGPT training.
- This year we delivered 2,150 hours of AI related training demonstrating our commitment to future proofing the skills of our people.

Together, this development strengthens our ability to attract and retain high-quality talent, build critical capability and deliver consistently strong performance.



Armed Forces Covenant case study: Supporting Service Leavers, Veterans and Reservists

Armed Forces leavers and Reservists considering a career in the automotive sector can do so with confidence, as we have once again been awarded the Gold Award in the Armed Forces Covenant Employer Recognition Scheme (ERS).

Following a rigorous review by a panel of senior military officers we were reconfirmed as a Gold Award holder for a further five years. This is the third time in succession the organisation has achieved the highest standard in the scheme, which recognises employers who lead the way in supporting Defence personnel, Veterans and Reservists. The AA previously achieved Gold in 2015 and 2020.

To hold Gold status, organisations must be signatories of the Armed Forces Covenant and demonstrate sustained, forces-friendly practices through recruitment, engagement and internal policies.

Reservists at The AA receive additional paid leave for Annual Military Training, time for weekly training commitments, and full access to the organisation's physical and mental health support services.

Following a distinguished career in the Royal Navy, Laurence Roke joined The AA as a Roadside Patrol after being medically discharged. He said the organisation had given him "a real sense of purpose and pride," allowing him to combine his AA training with skills gained in the Armed Forces to support customers in challenging, live situations. He also highlighted The AA's respect for individual choices, whether colleagues wish to draw on their military experience or start a new chapter.

The AA works closely with the Career Transition Partnership to support Service Leavers into civilian employment and is registered with Forces Families Jobs to help military spouses and partners find flexible work. We also support Ministry of Defence events, including Armed Forces Day and Veterans Day, provide vehicle checks on military bases, and have supported the annual Military Run through its Heritage Fleet Team since 2009.

The AA has one of the highest ex-Forces representations in its sector and continues to work with organisations such as Lifeworks to support meaningful employment for Armed Forces leavers.



Colleague wellbeing:

Keeping our People running at their best

We are committed to supporting the health and wellbeing of our people by providing services that are easy to access, simple to navigate, and responsive to a diverse range of needs. Our holistic wellbeing offering reflects a wide wellbeing spectrum, including:

- Financial
- Mental / Emotional
- Physical
- Social / Community
- Intellectual
- Environmental

This year, we prioritised helping our people confidently find the right support when they need it, ensuring they feel guided, informed and well connected to the resources available.

Our comprehensive range of wellbeing services includes support for **financial wellness** including debt and gambling support, savings tools and pension guidance. **Physical wellbeing** is

strengthened through access to services such as physio self referral, health assessments, discounted gym memberships, flu vaccinations, eye care and menopause support, alongside 24/7 virtual GP access. **Mental and emotional wellbeing** is nurtured through mental health consultations and our 24/7 Employee Assistance Programme, while managers are equipped with toolkits on topics such as menopause and neurodiversity.

We also encourage our people to enhance their intellectual wellbeing through our self-service learning and development platform. Our flexible benefits platform is also underpinned by the **“trees with benefits”** initiative which sees trees planted for every benefit our people select, improving our carbon footprint.

Clear Signals

Our approach to **hybrid working** supports the wellbeing of our people by giving them flexibility and enabling them to have a **healthy balance between work and personal life**. To support our hybrid working approach and recognising the needs of nearly 3,000 of our people who are field-based patrols, we broadened our communication channels to ensure wellbeing support is accessible to all in the way that works best for them – whether in person or virtually.

Our use of vlogs, podcasts and colleague interviews, alongside app-based resources promote access to wellbeing services without needing to use a work device. Throughout the year, 358 new people managers have also completed our dedicated e-learning module, designed to build their capability in recognising and supporting colleague wellbeing needs, with tailored content focussed on non-office based colleagues.

Engagement is further strengthened by our team of c.70 Mental Health First Aiders and Wellbeing Champions, with additional reinforcement from senior leaders who actively promote and participate in our wellbeing initiatives.

Wellbeing indicators

Wellbeing engagement score*	85	(Unchanged)
Wellbeing app interactions	3,334	(new)
Virtual GP consultations	1,303	(+11.3%)
Physio consultations	937	(+41%)
Mental Health consultations	561	(+9.6%)
Absence rates	3.4%	(0.1%)

* Survey question: I know where to get support if I have an issue with my physical and/or mental wellbeing. Percentages in brackets indicate year-on-year change vs. FY25.

Health & Safety:

We will get you home safely every day

The AA is committed to maintaining a positive health and safety culture that ensures our people, our customers and our communities get home safely every day.

This year we have continued to strengthen our safety foundations and deliver projects that enable us to improve our safety performance.

Health & safety management system

We continue to maintain our comprehensive ISO 45001 compliant health & safety management system. This system ensures we improve safety, reduce risks and create safer working conditions. Key features of this management system include:

- Executive leadership for our H&S programme supported by a team of in-house H&S professionals.

- Clear H&S policy and a set of procedures to support this throughout the business.
- Comprehensive risk assessment programme covering 100% of our sites and operations.
- Clear H&S strategy with objectives and plans for the years ahead.
- Ongoing monitoring of health and safety performance supported by strong incident reporting processes.

Strategic focus areas in FY26

Strengthening our foundation

Using near miss insights to drive action: we improved how near miss data is utilised, enabling managers to identify trends more clearly and take targeted local action. In the second half of the year, this supported more focused interventions across regions.

Targeted operational delivery

Musculoskeletal disorders (MSKs): MSKs remain the second largest cause of time off work for our people. In FY26, we completed a detailed review of incident and illness data and introduced targeted actions to reduce manual handling incidents. These included clearer communications, training additional manual handling trainers, and identifying activities requiring further review and intervention. This focus will continue into FY27.

Safety, sustainability and the transition to EVs: Safety remains a key consideration as we transition our fleet towards a lower-carbon future. An EV-only policy is now embedded for company and salary sacrifice cars, and we continue to operate the world's first fully electric recovery vehicles. Nearly all patrols (99%) are trained to Level 2 EV standards, helping them support members safely and confidently as EV adoption grows. Increased use of remote fixes has also helped reduce emissions while lowering roadside risk.



Continuous improvement

Business continuity and compliance: Emergency preparedness and response arrangements are embedded within our health and safety management system and are tested and reviewed to help ensure colleagues are supported during major incidents or extreme events. Strengthening supply and service resilience will remain an ongoing focus in FY27.

Our people

We continue to build capability and competence across the business. In 2025, we delivered over 54,000 hours of health and safety related training, including enhanced e-learning for managers and safety investigators to improve investigation quality and consistency.

The AA continues to provide access to competent health and safety advice through a well-resourced, experienced and professionally qualified in-house Health and Safety team, supported by specialist external providers where needed. Professional competence is demonstrated through recognised qualifications, experience and continuing professional development. The team includes three Chartered Members of IOSH (CMIOSH) and three Technical Members of IOSH (TechIOSH), all of whom maintain their CPD and professional standing.

External engagement

The AA continues to support industry groups, including PROTECT, to help lead and promote good practice across the industry.

Alongside attending industry and health and safety CPD events and sessions, one member of the team sits on the IOSH Retail and Logistics Committee and two team members are members of the Institute of Fire Safety Managers (IFSM). This supports wider learning and helps bring good practice from other industries into the business.

Table 5: Health and safety performance metrics

	2019	2020	2021	2022	2023	2024	2025
Days lost due to work related incidents	2,698	1,299	1,731	1,836	1,646	1,837	1,892
Number of work-related accidents / incidents	436	317	311	275	519	480	430
Number of work-related fatalities	0	0	0	0	0	0	0
RIDDOR-reportable incidents	73	31	47	42	39	37	52
RIDDOR Incident Rate (RIR)	994	441	678	605	545	522	741
Lost time incident frequency rate (for roadside operations only) ¹	-	-	-	21.4	21.9	22.5	25.0

¹ LTIFR data is provided for our higher risk part of the business but not for the Group. This is due to definitive working hours not being recorded for all of our activities.

Our award-winning Health and Safety team

Last year, The AA was awarded The Royal Society for the Prevention of Accidents (RoSPA) Gold award for the sixth/ seventh consecutive year for demonstrating high health and safety standards. We have applied for this award again this year and are eagerly anticipating the results.



Vehicle safety case study: *Using Near Miss Reporting to Prevent Serious Vehicle Risk*

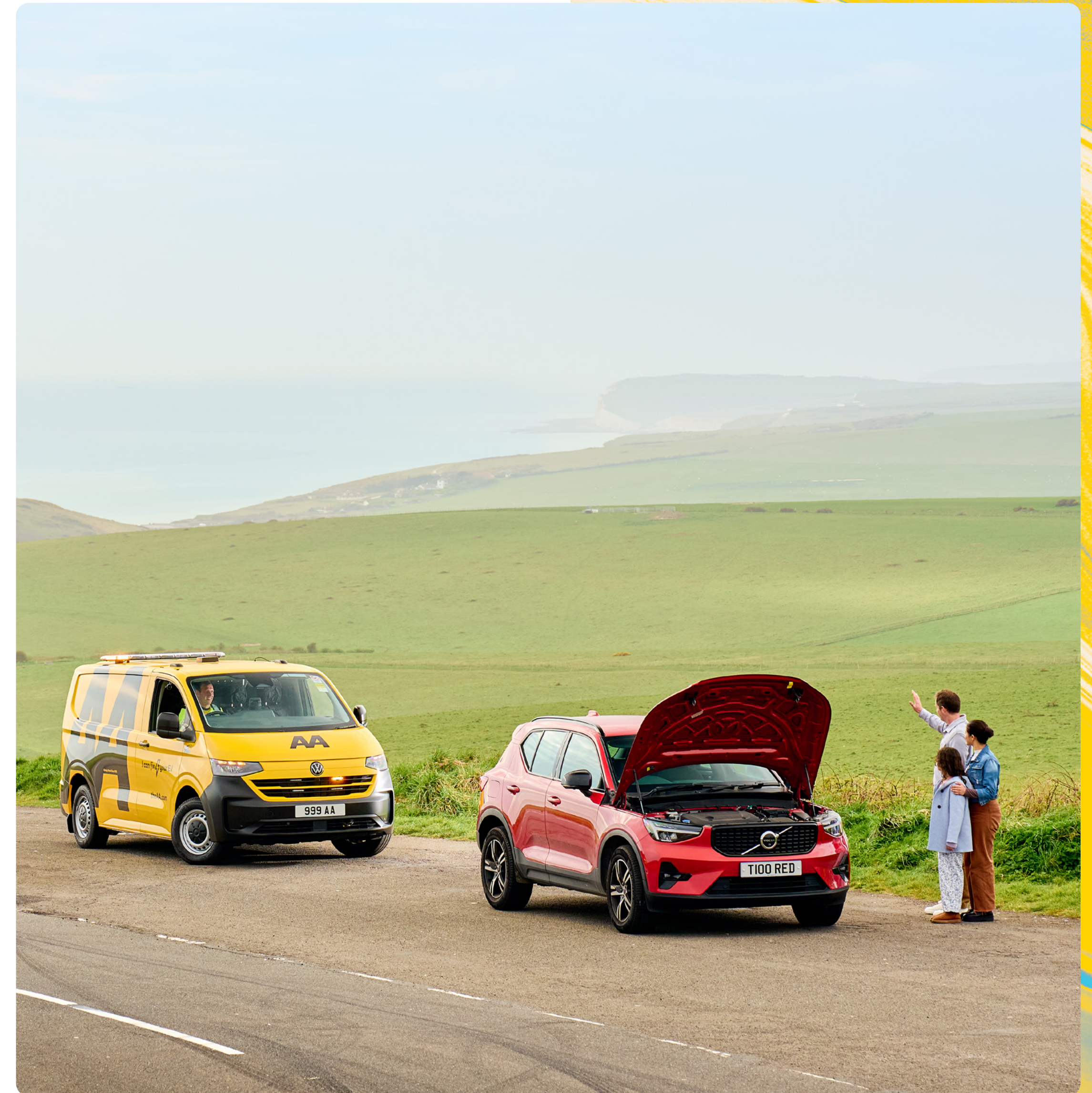
Wiring Safety Intervention

In 2025, near miss reports submitted by frontline patrols highlighted a potential safety risk involving incorrectly routed jump-start solenoid wiring on a small number of vehicles. While no injuries or vehicle fires had occurred, the reports identified wiring positioned too close to the diesel particulate filter (DPF), creating a foreseeable risk of heat damage and electrical failure if left unaddressed.

The issue was escalated promptly through the AA's Health & Safety and Fleet Engineering teams and investigated in partnership with our vehicle conversion specialist. A detailed review confirmed that the issue was build-related, affecting vehicles converted within a defined timeframe and traced to a specific build process.

As a precautionary measure, 209 vehicles across the fleet were identified as potentially affected. Targeted communications were issued to patrols, supported by clear visual guidance, enabling vehicles to be quickly assessed in the field. Where safe to do so, wiring was re-routed immediately; vehicles requiring further work were isolated and booked directly for third-party rectification. A central reporting process allowed progress to be monitored in real time.

All affected vehicles were successfully identified, assessed and made safe, with no injuries, fires or service disruptions occurring. Importantly, corrective action was taken at source: more robust and prescriptive build instructions were introduced by the supplier, alongside strengthened quality controls. There have been no repeat issues since these measures were implemented.



Community

We're driving change for the better for our communities – supporting cleaner, safer and more accessible ways of driving through our campaigning work and our support of the AA Charitable Trust and other charities.

We believe that making a positive contribution to the places where we live and work helps build thriving communities.



Campaigns:

Delivering progress for drivers, now and for the future

The AA has been campaigning on behalf of responsible drivers for more than 120 years.

Since 2008, we have polled members monthly, using these insights to campaign on the issues that matter most to drivers. This year we received around 144,000 survey responses, which helped shape our motoring campaigns and contributed to a number of positive developments during FY26.

Update on our Motoring Manifesto

What we called for	Progress we've seen in FY26
Supporting Drivers: better fuel price transparency to improve fairness and competition.	Following sustained AA campaigning for fuel price transparency, the Government has launched Fuel Finder, requiring fuel retailers to provide real-time pump price updates. The AA believes this will help drivers compare prices more easily and encourage greater transparency and competition.
Sustainable Future: better information and incentives to support the shift to zero emission vehicles.	We published our EV Viewpoint report and launched the quarterly AA UK EV Readiness Index .
Smoother journeys: improved maintenance of the road network and longer-lasting repairs.	After campaigning with the Pothole Partnership , we welcomed the Budget commitment of £7.3bn for local road maintenance in England over the next four years. We continue to call for longer-lasting repairs, including a five-year guarantee.
Safer roads: a clear strategy and targets to reduce road deaths and serious injuries.	The Government has published its first comprehensive Road Safety Strategy in over a decade, including national targets to reduce road deaths and serious injuries by 2035 , and a specific ambition for reducing child casualties.
Strengthening the Industry: greater coordination across the transport sector to support system-wide change.	We worked with industry bodies including BVRLA , SMMT and ChargeUK , and responded to Government consultations and All-Party inquiries, to support collaborative solutions and clear policy direction.

UK EV readiness case study:

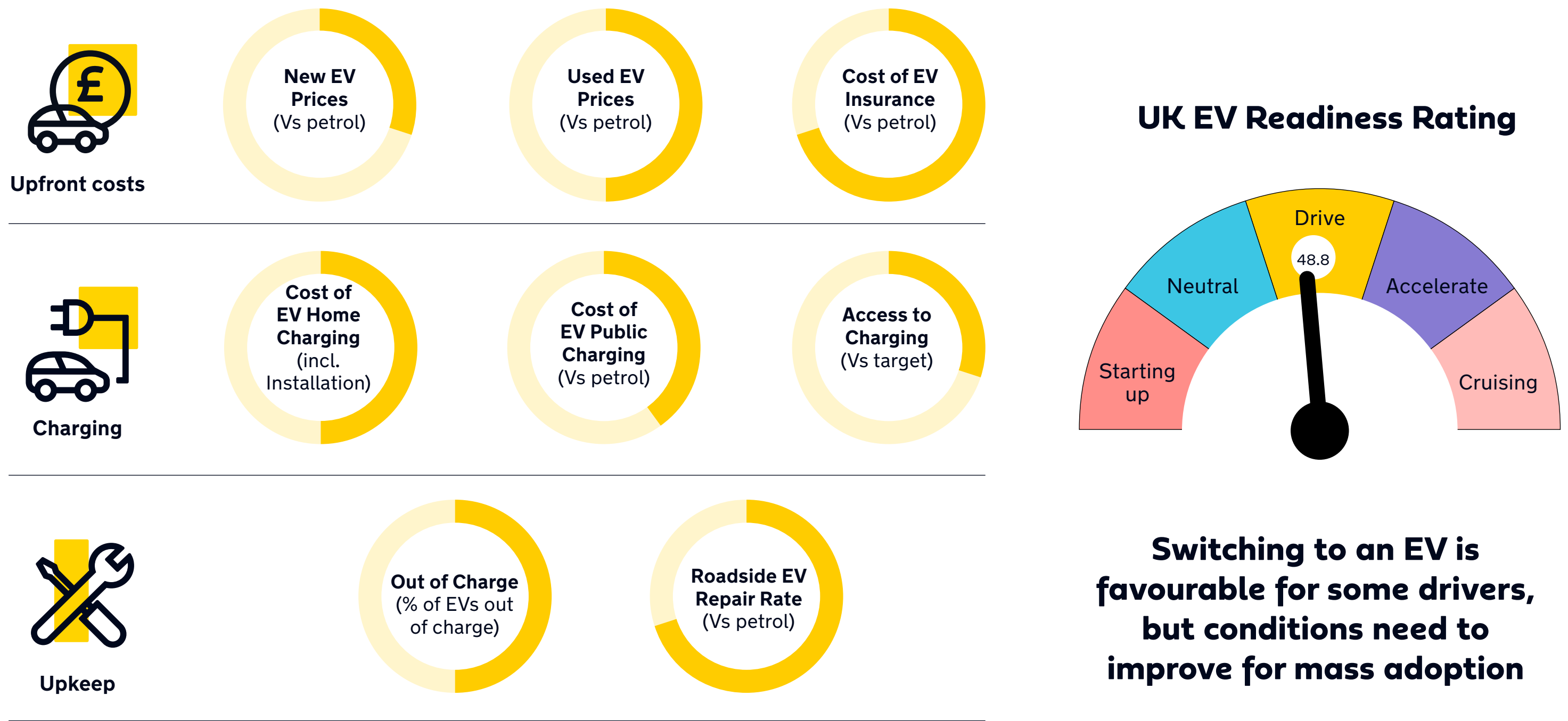
Using data and driver insight to measure progress towards EV adoption

Moving to electric vehicles (EVs) is one of the biggest changes UK drivers and the automotive sector have faced in decades. The AA works with drivers and other stakeholders to provide clear, independent insight on what is helping — and what is still getting in the way of people switching to EVs.

Building on our EV Viewpoint report, we created the UK's first EV Readiness Index. The Index is designed to be neutral (neither pro- nor anti-EV) and to track whether EV ownership is becoming more practical and appealing for everyday drivers. Using AA data and expert sources, it monitors eight key factors: the cost of new and used EVs, EV insurance, the cost of home and public charging, access to charging, concerns about running out of charge, and roadside EV repair rates.

The latest Index (Q4 2025) shows that the conditions needed for most drivers to switch to an EV are not yet consistently in place. We will continue to publish the Index to help drivers, industry and government understand how EV readiness is changing over time.

The Index monitors eight critical factors that influence UK drivers' decisions to switch to EVs. The scores are combined to form an overall "UK EV Readiness Rating", which offers a snapshot of how practical and appealing EV ownership is for drivers today.



Rating	0-20	0-20	0-20	0-20	0-20
Scoring Criteria	Barriers are too high for drivers	EV factors are unfavourable for the majority drivers	EV factors are clearly favourable for some drivers	Parity between EV and petrol ownership	There are clear and significant advantages to EV ownership

AA Charitable Trust:

Support where it's needed most

The AA Charitable Trust for Road Safety and the Environment (UK charity no.1125119) is a registered charity that exists to save lives on the road through educational campaigns and to help reduce the detrimental environmental effects of vehicles. The Trust is supported financially by The AA and is run by AA employees and governed by its trustees.

Ongoing action to reduce risk for young drivers and their passengers

The AA Charitable Trust focuses on reducing risk for young and newly qualified drivers through evidence-led campaigning. Our latest work highlights the heightened danger of carrying multiple peer-aged passengers in the first six months after passing a test, reinforcing the case for measures such as Graduated Driver Licensing (GDL). In 2025, the AA renewed its call for stronger novice driver protections, highlighting that limiting same-age passengers in the first six months after passing a test could save at least 58 lives and prevent 934 serious injuries each year on UK roads.

We also continue to promote seatbelt use amongst young passengers through Belt up in the Back and the new #BuckleUP campaign, supported by Trust research showing that 43% of 17-29-year-old passengers who die in car crashes are not wearing a seat belt. In 2025, #BuckleUP was amplified through community partnerships, including a creative collaboration with Basingstoke Town FC, using matchday visibility and messaging to reinforce the simple call to “belt up” on every journey, in every seat.



Empowering communities through driving support

We have continued to expand our Drive Confident training programme in collaboration with Drivetech, our driver training division, to support Afghan refugees arriving in the UK. Recognising the challenges of navigating unfamiliar roads and regulatory environments, our free e-learning module — originally developed to assist Ukrainian refugees — remains available in Pashto, Dari and English via the Drivetech website. By ensuring accessible, language-appropriate guidance, we support both refugees and host families, helping to build confidence and promote safer driving on UK roads.

FY26 highlights

- Funded driving lessons and test support for eligible care leavers and disadvantaged young people.
- Supported learning through The AA Driving School Theory Test App and donated 4000 theory test apps via the Care Leaver Covenant to widen access across the UK.
- Helped participants build independence and improve access to employment, education and training opportunities.

Case study: Driving Ahead – supporting care leavers into work and independence



Driving Ahead, delivered by Live Unlimited with support from The AA Charitable Trust, helps care leavers and disadvantaged young people remove a major barrier to employment and independence: learning to drive. The programme offers practical and financial support for lessons and tests and is underpinned by original AA Charitable Trust-funded research with Professor David Berridge at the University of Bristol.

The impact is already visible in real-world progression: four participants are now pursuing their dream careers after gaining the skills and confidence to drive, with participants pursuing careers in areas such as vehicle repair, mobile beauty services and healthcare.



Our partnership with the AA/BSM Driving School has proved instrumental in supporting our efforts to create pathways and opportunities for our care-experienced community. Four of our learners are now pursuing their dream careers as a result of them gaining their driving licence; as a mechanic, a mobile aesthetician and two paramedics.

Quote from Live Unlimited



Charity support:

Supporting causes that matter to our people

We were proud to support Cancer Research UK as our primary charity partner for the second year running. This year, colleagues across the business have got involved in everything from triathlons, marathons, push up challenges and raffles and cake sales to raise much needed funds for this vital cause.

We recruited a team of 15 champions from across the business to drive local activity. Across FY26, our people raised over £56,000 through fundraising activities and we're excited to continue our partnership with the charity in the year ahead to raise even more funds.

Spotlight on our charity superstars.

Here are just some examples of outstanding efforts from the past year...

- Colleagues took on the STEPtember challenge to complete as many steps as possible during the month of September. Our intrepid colleagues took part in a triathlon, team walks, runs, Tough Mudder challenges and even a kitchen disco to get their steps in - raising over £6,500.

- Festive fundraising: Our Christmas campaign included a toy drive and personalised letters and videos from Santa raising over £5,000.
- To mark 120 amazing years of The AA, we opened up the vaults and uncovered some real gems from our past. These treasures, discovered during our office move from Fanum House to Plant in Basingstoke, became the stars of our Heritage Auction which raised £4,500.
- Two colleagues ran the London Marathon and raised over £2,000.
- A team of Patrol Leaders took part in a charity bike ride, completing the distance from London to Brighton, raising over £2,000.
- Another team of Patrol Leaders embarked on a 45 mile canoe journey down the River Thames, raising over £3,300.
- Our payroll charitable giving programme also continued to be a popular benefit in FY26 with another £15,696 donated to various charities by our people over the past 12 months.



Governance

Our ESG approach is underpinned by our corporate governance framework, supporting transparency and ethical decision-making.



Governance overview

Good governance underpins everything we do: from how we listen to our customers and people, to the way we run our company. We understand that strong corporate governance ensures we consider the expectations of our stakeholders.

Ownership and directors for The AA

Since March 2021 AA Limited has been majority owned by an investment company controlled by a consortium of (i) funds advised by TowerBrook Capital Partners (U.K.) LLP or its affiliates (“TowerBrook”); and (ii) private equity funds managed by Warburg Pincus LLC or its affiliates (“Warburg Pincus”). In 2024 we also welcomed Stonepeak as an additional, minority investor.

Management control of The AA Group is exercised by the Board of Directors of AA Limited. The Directors of the Company are Rick Haythornthwaite (Chair), Kory Sorenson (Non-Executive Director), Gordon Holmes (on behalf of TowerBrook), James O’Gara (on behalf of Warburg Pincus), Amélie Petit (on behalf of Stonepeak), Jakob Pfaudler (AA Group CEO) and Tom Mackay (AA Group CFO). Andrew Sibbald acts as alternate director on behalf of Warburg Pincus in the absence of James O’Gara, Joseph Knoll acts as alternate director on behalf of TowerBrook in the absence of Gordon Holmes and Nikolaus Woloszczuk acts as alternate director on behalf of Stonepeak in the absence of Amélie Petit.

Wates corporate governance principles

Following our delisting in March 2021, we’ve chosen to adopt the Wates Corporate Governance Principles for Large Private Companies (the Wates Principles). This covers six key areas and requires Large Private Companies to publicly report against compliance with these principles:

- 1. Purpose and leadership**
- 2. Board composition**
- 3. Director responsibilities**
- 4. Opportunity and risk**
- 5. Remuneration**
- 6. Stakeholder relationships and engagement**

In FY26 we were fully compliant with these principles and further information on what we’ve done to comply can be found in our Annual Report and Accounts available on The AA corporate website.



ESG governance structure

The AA Limited Board is responsible for ensuring the sustained success of The AA business and has overall accountability for the business's ESG strategy. Our target of achieving operational net zero for Scope 1 and 2 emissions by 2035 was approved by the Board in FY22 and progress towards this target is monitored by the Board on at least an annual basis.

Our group Chief Risk Officer holds accountability for our ESG strategy and is responsible for sharing ESG updates to The AA Limited Board. The day-to-day accountability for The AA's risk management is delegated to our Enterprise Risk Committee (ERC) which reviews climate-related risks and opportunities on at least an annual basis and is also responsible for monitoring key climate-related metrics including greenhouse gas emissions.

The AA also has an ESG Steering Committee comprised of functional leads from around The AA Group. This group is chaired by the Chief Risk Officer and meets quarterly to monitor activities related to the ESG strategy.



Governance focus areas

Policies and training on ethical conduct

We're committed to high standards of corporate governance and ethical conduct throughout our operations. We have a clear set of policies reinforced through mandatory annual training for all colleagues to make sure there is consistent awareness and understanding of the Group's legal, regulatory, and ethical obligations and the standards of behaviour we expect from colleagues. At the end of FY26, we had a mandatory learning completion rate of 97% covering the following modules:

- Conduct at The AA
- Conflicts of interest
- Financial crime
- Information security
- Data privacy
- Competition law
- Whistleblowing
- Diversity & Inclusion
- Health, Safety and Environment

Information security and data privacy

Trust is fundamental to our purpose and business resilience. In an increasingly complex cyber threat landscape — where identity-based attacks and large-scale data theft are common — we continue to invest in protecting the data of our customers, colleagues and partners, and in strengthening the resilience of the services our customers rely on. Our risk-based approach aligns to the NIST Cybersecurity Framework (Identify, Protect, Detect, Respond, Recover). We focus on preventing unauthorised access, limiting impact, and improving our ability to detect, contain and recover quickly.

Governance and oversight

- Clear cyber security strategy with executive ownership (Chief Operating Officer) and regular Board-level reporting on performance, risk and remediation progress.
- Enterprise risk management assessing likelihood and impact (customer, operational, legal/regulatory, financial, reputational) and driving prioritised remediation.

People, training, and culture

- Annual training on data privacy and information security for all colleagues, reinforced by ongoing awareness and targeted simulations (including phishing).

Incident preparedness and response

- Defined processes for escalation, investigation, containment and recovery, with reporting to relevant authorities when required.
- Appropriate cyber insurance and specialist incident response partners to support rapid containment and recovery in a significant incident.

Assurance and continuous improvement

- Benchmarking against ISO 27001, Cyber Essentials Plus, TISAX and PCI-DSS (payment journeys), supported by independent assessments to validate controls and drive continuous improvement.



Human rights and modern slavery

We continue to have a zero-tolerance policy towards modern slavery and the violation of human rights within our operations and supply chain. Our approach is underpinned by the AA's Modern Slavery Statement and Supplier Code of Conduct, which set clear expectations on ethical behaviour, compliance with applicable laws and standards, and prohibit forced, bonded or trafficked labour within our supply chain.

During FY26, we strengthened our arrangements by clarifying accountability, completing a group-wide modern slavery risk assessment with plans for regular review, enhancing supplier due diligence for higher-risk areas, and improving the way we evidence and validate the statements we make publicly. We continue to promote channels for colleagues and third parties to raise concerns.

Our annual Modern Slavery Statement provides more detail on our approach and can be found on our corporate website at www.theaacorporate.com



Certified management systems






We know the importance of the continuous improvement of our internal ways of working so we've implemented several management systems that are certified to recognised British and international standards. These mostly cover our Roadside business that represents 69% of our business by revenue and 53% in terms of FTE employees. Our certifications include:

1. **ISO 14001:2015 Certified – Environmental Management System** For our Roadside and Drivetech businesses, we're externally certified against the ISO 14001 for our Environmental Management System.
2. **ISO 9001:2015 Certified – Quality Management System** For our Roadside business and Drivetech businesses, we're externally certified against the ISO 9001 for our Quality Management System.
3. **PAS 43 – Roadside Recovery Safety** PAS 43 is a standard published by the British Standards Institution that focuses on roadside recovery safety, establishing standards to protect both colleagues and our customers. We're proud to maintain certification with PAS 43, alongside our ISO 9001 Quality Management system, for our Roadside Business.
4. **ISO 39001 Certified - Road traffic safety (RTS) management systems** – Our Drivetech Business is certified against ISO 39001 which requires organisations to develop and implement a system aimed at reducing road traffic crashes, deaths, and serious injuries.
5. **ISO 27001 Certified - Information Security Management System** – Our Roadside business, Drivetech businesses and related systems are ISO 27001:2022 certified, providing external assurance in respect of our information security controls.
6. **Cyber Essentials+** – Certification is held for a specific UK Government contract and applies only to the systems and infrastructure in scope for that contract, providing government-backed assurance over relevant information security controls.
7. **ISO 45001 – Occupational Health & Safety Management System** – For our Drivetech business, we're externally certified against the ISO 45001 for our OHS Management System.

Alignment with UN Sustainable Development Goals

In 2015 the United Nations launched 17 Sustainable Development Goals to be a blueprint to achieve a better and more sustainable future for all by helping end poverty, fighting inequality, and tackling climate change by 2030.

We've mapped our activities under our Planet, People and Community pillars against the UN SDGs and have identified the 5 to which we have continued to adhere in the last 12 months.

Pillar	UN Sustainable Development Goal	Description	Activity
People	 SDG 4: Quality education	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	<ul style="list-style-type: none"> • Capability development (see page 23) • Patrol EV training (see page 11)
	 SDG 5: Gender equality	Achieve gender equality and empower all women and girls	<ul style="list-style-type: none"> • People and culture (see page 21) • Gender targets for senior leaders (see page 22)
Planet	 SDG 13: Climate action	Take urgent action to combat climate change and its impacts	<ul style="list-style-type: none"> • Support for wider switch to EVs (see pages 11-12)
	 SDG 12: Responsible consumption and production	Ensure sustainable consumption and production patterns	<ul style="list-style-type: none"> • Waste management (see page 16)
Community	 SDG 3: Good health and wellbeing	Ensure healthy lives and promote well-being for all at all ages	<ul style="list-style-type: none"> • Campaigning for safer roads (see page 33) • Health & safety strategy (see pages 27-28)

AA *Always
Ahead*