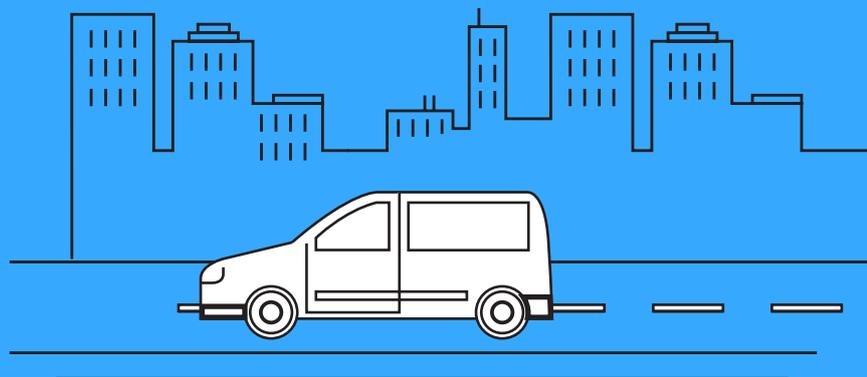




FORS Annual Review 2022



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Welcome to the 2022 FORS Annual Review

Welcome to this year's FORS Annual Review. I'd like to start by saying how proud I am of the FORS Accredited Operators who have continued to deliver goods and services through a volatile and uncertain background of rising fuel costs and resource shortages. As well as keeping the economy moving, the industry continues to rise to the challenge of decarbonisation and it has been great to see the significant steps forward made in this area too.

For FORS, our priority for 2022 has been to ensure a smooth transition of Sopra Steria Ltd taking over the concession, then listening to and learning from the FORS Community. This insight and your feedback will help to ensure we evolve the scheme in line with your needs and wants. Alongside our Key Partners, AtoH, DVV Media and WSP, who have been with us on this journey since 2021, we've made great strides engaging with a range of industry stakeholders, and this collaborative approach will carry on through 2023.

One of the most notable events of the year was the FORS Annual Conference on Tuesday 12 July. You can read more about that on page 12, but I enjoyed seeing operators come together in person to explore how we can work together towards a safe and sustainable future. Alongside this, we ran nine regional briefings at locations across the UK. These events were well attended and covered many topics, such as the plans for FORS and Version 6.

Speaking of Version 6, it came into effect on 1 July 2022. A great deal of work went on to make this a successful implementation, so thank you to everyone involved.

Focusing on accreditation numbers, an impressive 82.6 per cent of Bronze audits were passed in 2022. Over 2,600 operators have applied to be Silver or Gold over the same period, demonstrating the drive for continuous improvement by our Accredited Operators in the areas of efficiency, safety and environmental protection.

The FORS Professional training programme continues to be a hit, with great numbers of drivers and managers attending a mix of in-person and virtual courses during the year. We've made significant improvements to FORS Professional training, with newly designed courses delivered in January 2023 and more improvements and initiatives in the pipeline.

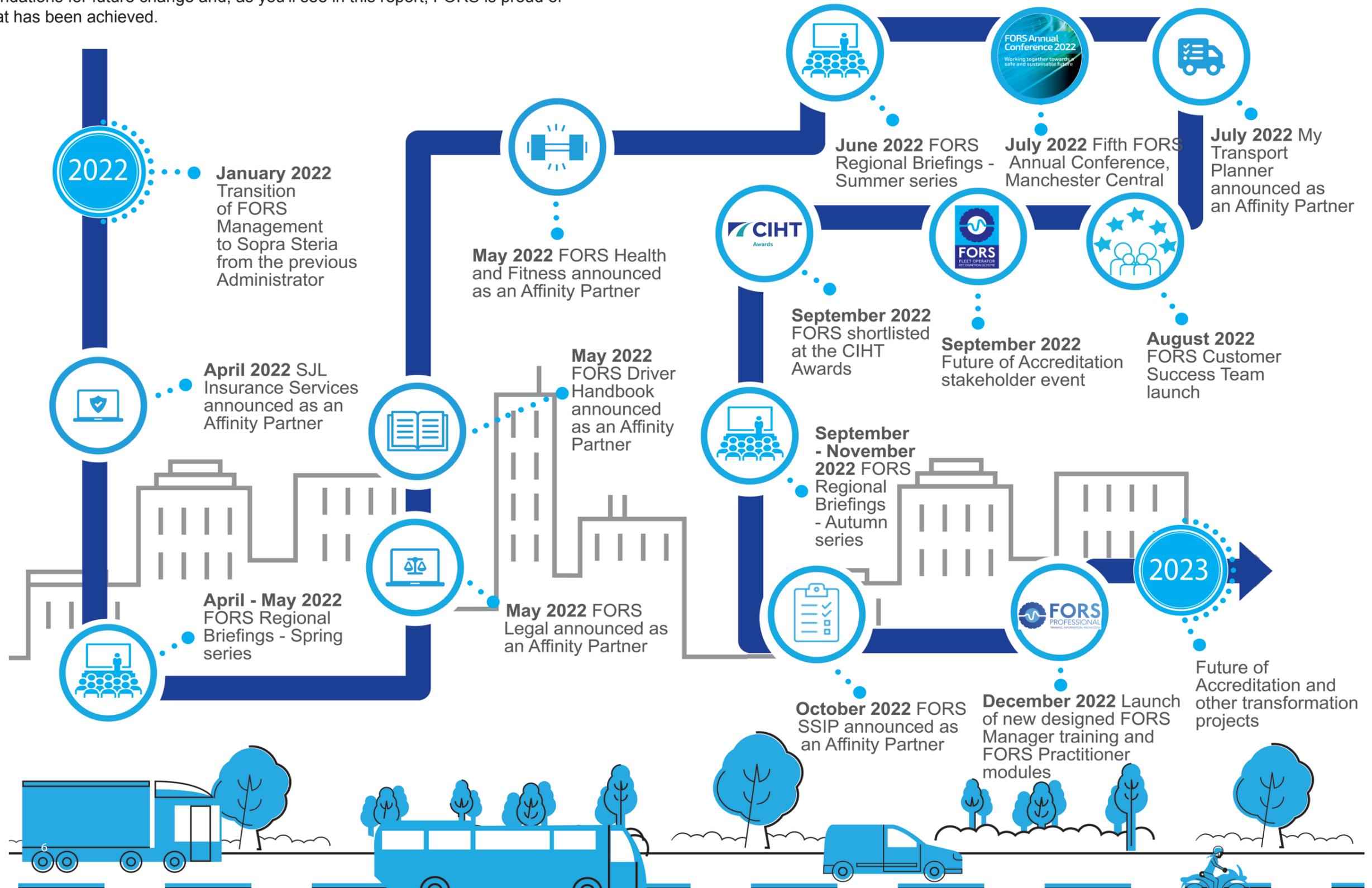
This has been a big year for everyone involved with FORS. I'm immensely proud of the scheme and what we've achieved so far – much of which is listed in this document. Thank you to our Accredited Operators, Champions, Supporters, Specifiers, Affinity Partners and Associates for being a part of FORS and helping to improve standards across the industry.

Ian Henderson
FORS Concession Director



This year's milestones

January 2022 saw a fresh start for FORS. An experienced management team from Sopra Steria Ltd took over the concession and was quick to set out its mission to listen and learn from the FORS Community. 2022 was earmarked as a year for transition and laying the foundations for future change and, as you'll see in this report, FORS is proud of what has been achieved.



Quality Assurance: working with you

Over the past 12 months, the Quality Assurance team welcomed a number of new colleagues; reinvigorating the team with fresh perspectives, new skills and creative ideas. We took on 2022 with a mission to support the FORS Community, uphold our quality standards and protect the integrity of the accreditation scheme.

We continue to offer both on-site and remote audits. Since the introduction of remote audits in 2020, they have become the preferred mode of audit for our operators, with 60.4 per cent of audits in 2022 undertaken remotely.

Remote audits are now a viable, efficient and alternative method of auditing. They can be attractive as they are more accessible for our auditing teams than physical audits; offer auditors increased access to competence and records; and maintain business continuity under severe conditions. Whilst remote auditing is useful in many ways, we know it is not as robust, and during 2023 we will be determining

the business rules for when an operator is eligible for a remote audit. This will ensure our high Quality and Assurance standards are maintained.

Performance measures and successes

We are pleased to announce the following performance measures and achievements for 2022:

- Of the 4,197 Bronze audits undertaken, the pass rate was 82.6 per cent.
- There were 741 Bronze follow-up audits, with a pass rate of 97.9 per cent.
- We conducted 21 enhanced audits, with a pass rate of 66.7 per cent.
- We received 2,607 Silver and Gold applications, with a pass rate of 90 per cent.
- A Mixed Accreditation system update took place, allowing Accredited Operators to submit a mid-year mixed accreditation

application to change the number of vehicles and drivers. 15 per cent of Silver Mixed Accreditation operators applied for the change within a week of release.

- Quality assurance checks were completed on 32.3 per cent of Bronze audits, 11.9 per cent of Silver and 17.1 per cent of Gold applications by the team.
- Our team continued to deliver FORS Auditor training, with 17 new FORS Auditors completing training in Q4 2022. In addition, all existing Auditors have completed refresher training to align with the requirements of FORS Standard Version 6.
- In 2022, just 27 companies were suspended, two companies were terminated and 262 operator complaints were dealt with by the team. This is from our total community of over 4,700 FORS Accredited Operators.

The team also continues to support the FORS Internal Audit Fleet Accreditation (IAFA) operators. IAFA is for organisations with 16 or more operating centres. They have the same policies and procedures in place across all sites, as well as an established internal transport management quality audit process.

We support IAFA companies through annual system checks, quality assurance on auditors and reports, auditor training and day-to-day relationship management. During the year, 450 IAFA quality assurance audit checks were conducted across 1,504 operating centres, covering 10,637 vehicles.

We continue to work with Accredited Operators to ensure they are getting the most out of their accreditation. Last year we received 169 requests for an extended period of time to undertake their audit with 150 of these requests approved. We always endeavour to accommodate operators experiencing severe conditions or unforeseen situations, so please don't hesitate to get in touch with us in times of stress.



4,197
Bronze audits conducted



2,085
Silver audits conducted



234
Gold audits conducted

27 suspended
2 terminated
262 complaints



21
enhanced audits undertaken



FORS Professional: developing drivers and managers

Last year was a busy one for the training team as we conducted a full review of all FORS Professional manager and driver training material.

The review highlighted many areas of improvement where courses needed to be updated to:

- Reflect current legislation and industry practice
- Be more relevant to national fleet operations
- Cover the full FORS scope of vehicle types

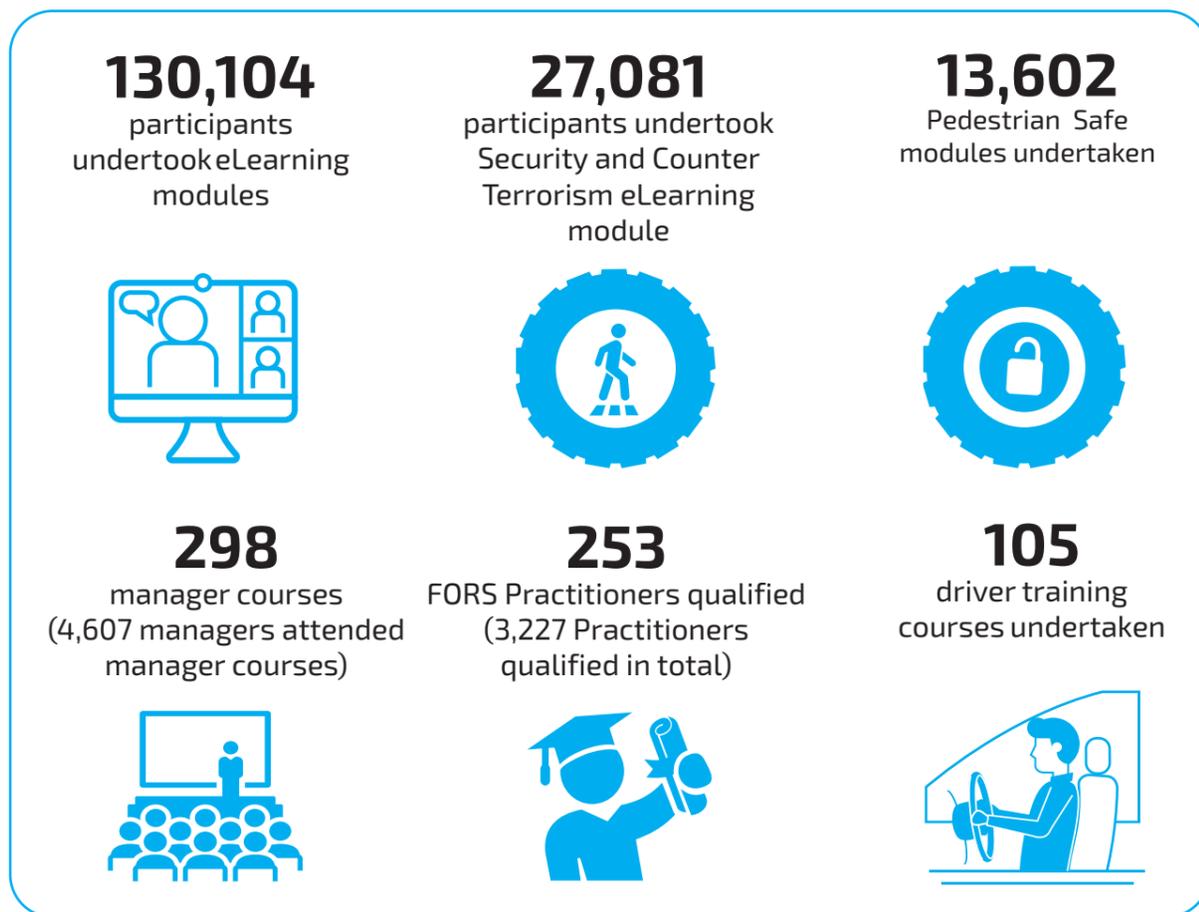
By the end of the year, bookings were made available for the refreshed suite of FORS Practitioner and Fleet Management Essentials training modules.

While the implementation and development of our training improvement programme was initiated in 2022, you will continue to see further exciting enhancements throughout 2023. This includes the launch of new FORS Practitioner modules, a new flexible way of achieving FORS Practitioner status and the development of a FORS Advanced Practitioner certification. We look forward to training with you!

Alongside delivering our industry-leading courses, we made a few changes to improve the operator and training provider experience, as well as celebrating several milestones:

- Following operator feedback, we increased the capacity of training courses from 20 to 30 participants.
- Our 3,000th FORS Practitioner qualified and we reached the 10-year anniversary of our FORS Practitioner programme.

- At a time of economic uncertainty, we funded 1,637 driver training courses across the UK and Ireland.
- We revised our FORS Professional Licensing Guide for training providers to make it simpler and concise. We reduced a 21-page document to seven pages.
- We increased the time that participants have to complete their training assessments from one hour to 24 hours, following enquiries from operators.



Governance update

GSAG was established by FORS to ensure the requirements of the FORS Standard remain relevant to industry needs, protect the integrity and reputation of the scheme and help promote the development and growth of FORS. The group consists of industry representatives, local authorities and enforcement agencies. The focus of the group is to promote road safety, improve professional standards and enhance the image of our industry.

In 2022, FORS held four GSAG meetings, with the first one taking place in March and being chaired by Jacobs Logistics Lead Adrian Boughtflower and FORS Concession Director Ian Henderson. The new FORS Concessionaire, Sopra Steria Ltd, took the opportunity to meet each GSAG member and learn more about each of their respective sectors.

Throughout the first GSAG meeting, the team gained valuable feedback regarding the perception of FORS within the transport industry. This insight has helped us shape our transformation projects such as the 'Future of Accreditation', our flagship project for 2023. GSAG also provided advice and feedback around the implementation of Version 6, which was completed in July 2022.

The transport industry is constantly evolving, with new technology, safety processes and vehicles driving much-needed change. FORS ensures that it stays relevant within this changing landscape by regularly reviewing and updating the FORS Standard.

Version 7 is being prepared currently and this will be presented during the second half of 2023.



GSAG members helping shape FORS in 2022

FORS would like to thank the following organisations that made up the FORS Governance and Standards Advisory Group (GSAG) in 2022.



Marketing: FORS hits the headlines

Between the transition to the new FORS Concessionaire and the updated FORS Standard to Version 6, keeping FORS Accredited Operators up to date has been more important than ever. We've continued to grow our marketing presence through a mix of emails, email newsletters, press releases, Standard magazine issues and social media updates.



5,904
FOLLOWERS

264
LIKES

62,894
IMPRESSIONS

17,408
FOLLOWERS

2,249
NEW FOLLOWERS

425,738
IMPRESSIONS

Key topics - Spring:

- Meet the new team running the FORS operation
- Which fuels will dominate the truck market in the future?
- New revisions to the Highway Code make visibility issues from trucks even more important

Key topics - Summer:

- Why more and more firms are opting to buy on the secondhand market
- How to set up a drink and drug awareness scheme from scratch
- We highlight what's on offer for van buyers wanting to go green

Key topics - Autumn:

- How FORS Gold has benefitted the fleet structure specialist
- A round-up of what's on offer for LCV fleets wanting to go green
- How to support colleagues when you suspect they are abusing substances

Key topics - Winter:

- Keeping vehicles and drivers safe when the weather turns nasty
- How one transport company managed the leap in one go
- How to carry them out without causing disruption for workers

WEBSITE PAGE VIEWS
4,505,777

WEBSITE HITS
725,753

28
EMAIL NEWSLETTERS

104
OTHER EMAILS SENT

Case studies with Gold operators



Galaxy Insulation & Dry Lining Ltd specialises in the supply and distribution of thermal, acoustic and other insulation and dry lining materials. "FORS training has really opened our drivers' eyes and they now see themselves as highly-valued, skilled drivers who are absolutely critical to the success of the whole operation." *Wayne Allen, Logistics Manager*



Bridgend-based haulier, John Raymond Transport was established in 1945. "We're a business that has always moved with the times, adapting our offering to meet the changing industry and world around us. Aligning ourselves with FORS gives us the peace of mind that we're doing things the right way, according to industry best practice. The value of that cannot be overstated." *Geraint Davies, Chief Operating Officer*



John Jempson & Son Ltd is a privately owned and operated general haulage company, and has been operating from its headquarters in Rye, East Sussex since inception back in 1866. "The ongoing continuation of our FORS accreditation has been instrumental in guiding the business and assisting it in developing, implementing maintaining and continuously improving a robust system of staff development." *Mark Chamberlain, Managing Director*

The FORS Team out and about

FORS hosted a new series of FORS Regional Briefings. The briefings kicked off in May and continued through to November, and were hosted at a range of UK locations.

The briefings were an opportunity for Accredited Operators from each region to engage with the FORS Team. Those that attended the briefings learned about the role of Sopra Steria Ltd and the direction we wish to take FORS in the future. Of equal importance, the topic of transition to Version 6 of the FORS Standard was discussed at length, with attendees able to ask questions about the changes.

We also attended 16 key industry events, where we got to meet operators and spread the FORS message. This included the WhatVan Awards (pictured below on the left) and CV Show (pictured below on the right).

In July, after a two-year hiatus due to the pandemic, the fifth FORS Annual Conference attracted an audience of influential stakeholders from the road transport industry. The event was hosted at Manchester Central Convention Complex.



Chaired by transport industry expert Andy Salter from Motor Transport, the conference theme was 'Working together towards a safe and sustainable future'. We shared our vision for the scheme and provided an update on developments, including the implementation of Version 6 of the FORS Standard.

As in previous years, there was a well-supported exhibition featuring a wide range of FORS supporters, including Backhouse Jones, Brake, Logistics UK, OdiliaClark and Affinity Partner The Algorithm People. Headline sponsor Drivotech also had a stand within the expo area and was represented by Managing Director Charlie Norman who featured on the conference speaker programme.

In our post-event conference survey, over 85 per cent of attendees stated they found the content on the day very useful, nearly 90 per cent told us their knowledge of FORS had improved as a result of their attendance and 85% said they would be likely to attend future events.

We will build upon this success with the sixth FORS Annual Conference planned for November 2023.

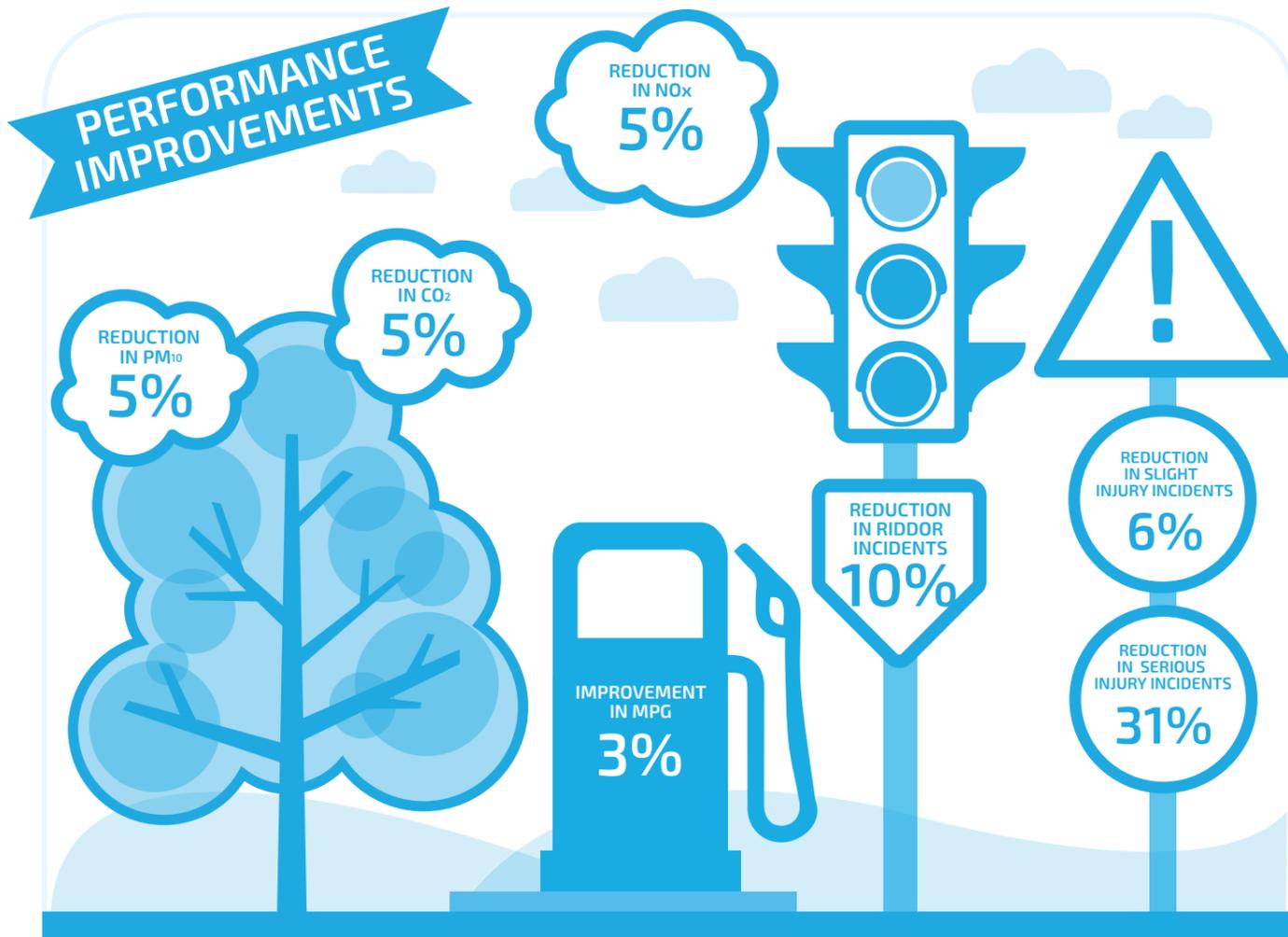
FORS Annual Conference 2022 in pictures



Performance data from FORS Accredited Operators

Compliant and environmentally friendly fleets continue to be at the forefront of the agenda, despite the many challenges FORS Accredited Operators faced during 2022. As organisations adapted and continue to adapt to the changing environment, the emphasis on implementing best practice is critical to ensuring fleets operate efficiently and economically. This not only ensures operators continue to be industry leaders,

working to standards above the legal minimum, but ensures they are doing their part to protect the environment. The enthusiasm from the industry around the technological development of fleet vehicles continues to grow. As operators seek to explore the alternatively fuelled vehicle market, this can only continue to push forward the great performance improvements Accredited Operators have experienced during 2022.



Based on performance data submitted for Silver audits between 2021 and 2022. Total improvement based on totalling submitted data as one record based on 139 Silver operators and 2,088 average vehicles between submission years.

FORS Helpline: customer success for 2022

Our helpline is the first port of call for many in the FORS Community and we strengthened our team by welcoming two new members in August, giving us more resources to reach out to FORS Accredited Operators to support them and gather regular feedback.

From our outbound calls, we have received feedback from over 700 Accredited Operators. We have started applying that feedback across various departments to evolve the scheme and reinforce our aim to be even more customer-centric.

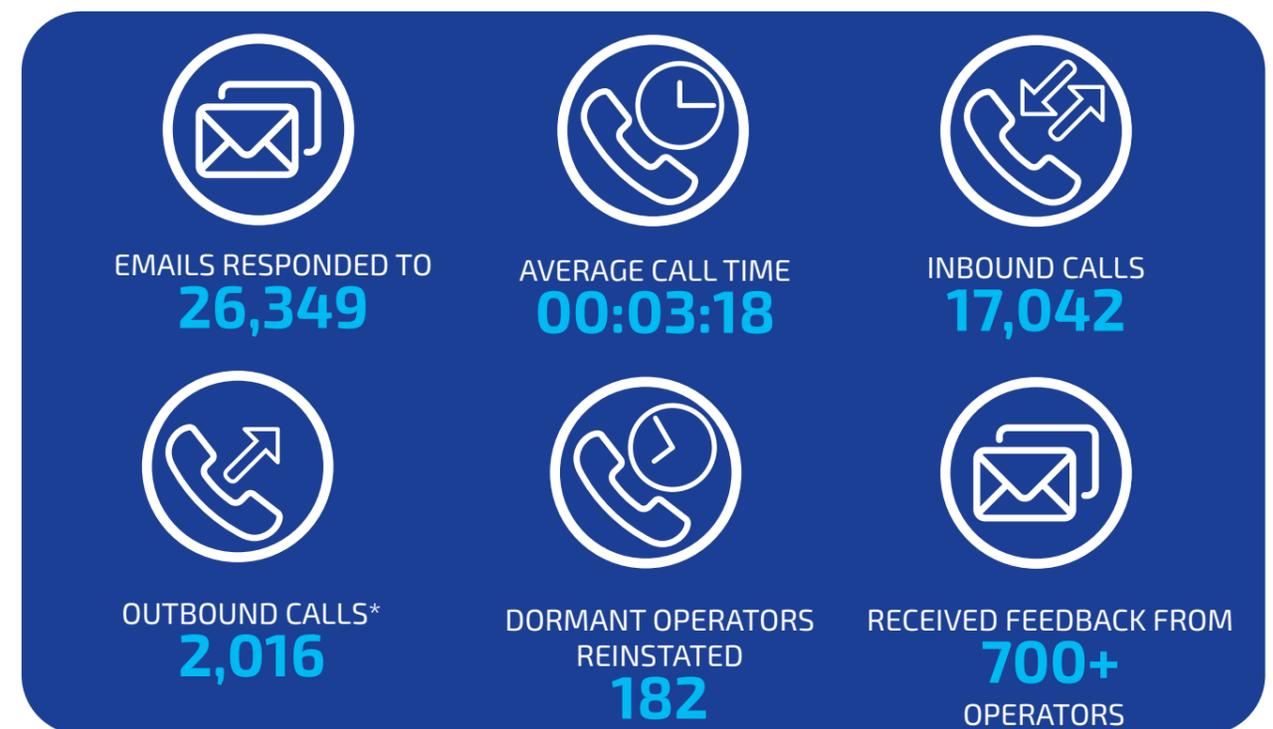
As part of our expanded service, we spoke to former FORS operators. We found 70 per cent of those companies wanted to rejoin, so we are now in the process of welcoming those operators back to FORS.

We also spoke to operators who are currently registered and offered guidance on how they can get Bronze accreditation. We directed them to helpful resources available and answered any questions they had.

Alongside our phone calls, we introduced a survey for companies leaving FORS to enhance our learning. This insight will continue to feed into the transformation of the scheme.

Additionally, we were busy with inbound activity, taking a total of 17,042 calls and answering 26,349 email queries.

We enjoy talking to you all, so please get in touch if you need help. We have even more planned for next year too – so watch this space!



* Customer Success activity only, does not include new registrations calls, follow-up email calls etc

FORS welcomes new Affinity Partners

FORS Accreditation offers much more than quality assurance and training support. Operators benefit from a range of services available from our Affinity Partners.

FORS Affinity Partners are supporters of FORS who supply FORS-branded products or services directly, offering discounted rates for FORS operators and supporting them in improving levels of operator efficiency, safety and environmental protection. We welcomed five new companies to the scheme this year, offering a wide range of different products and services to FORS Accredited Operators.

FORS Health and Fitness – powered by YourFitnessClub:

Provides access to hundreds of health, fitness and wellbeing products and services at a discounted rate to FORS Accredited Operators. The product assists operators in supporting their employee's physical and mental health and wellbeing.

My FORS Transport Planner – powered by The Algorithm People:

A pay-as-you-go, web-based transport planning tool designed for commercial vehicle fleets of all sizes. The product delivers substantial improvements in vehicle utilisation and reductions in total fleet mileage, reducing emissions, fuel costs and the risk of involvement in road traffic incidents.

FORS Driver Handbook – powered by The Driver Handbook:

A mobile app, with a web-based content management system that connects fleet managers directly with their drivers. Provides engaging and frequent content as required by Bronze M5 Communications and includes regular Toolbox Talks as required by Silver S8 Internal Communications.

SJL Insurance Services:

Insurance cover for fleets of all sizes, starting from just two vehicles. Saves operators time, money and effort by utilising a more manageable insurance type, all under one policy.

FORS Legal – powered by Backhouse Jones:

Quick access to expert transport lawyers for an affordable monthly fee. A 24/7 monthly legal services subscription that deals with the two main pain points of a transport business - the management of people and road regulatory issues (O-Licence compliance, undertakings, DVSA intervention).

Also, in 2022 we sent out a survey to all FORS Accredited Operators and 22 per cent of survey responders said they were unaware of the FORS Affinity Partner offers. As a result, we revamped the Affinity Partner pages on our website, creating a benefits hub.

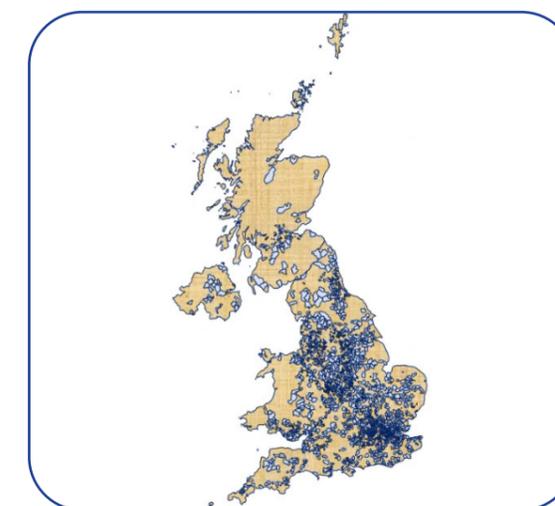
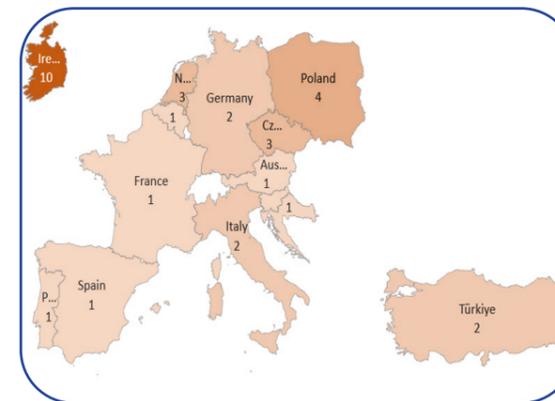
Further promotion of the Affinity Partners and how they can benefit operators will take place during 2023.

FORS operator growth in the UK and beyond

Emphasis on growing the scheme both in terms of Accredited Operators and Champions was a major priority, welcoming aboard a Relations Manager to be a point of contact for potential prospects.

We welcomed 424 new Accredited Operators, running 4,769 vehicles across four countries and 273 cities. By the end of the year, over 4,700 FORS Accredited Operators were operating in 15 countries across Europe, with over 94,000 vehicles carrying the FORS logo.

Below you can see which countries FORS is currently operating in, with a more detailed map of the United Kingdom, our predominant territory:



FORS Champions

FORS welcomed a record number of FORS Champions on board, with 17 new organisations deciding to specify FORS in their supply chain. We now have 81 nationwide Champions specifying FORS in their contracts.

Most of the newly joined organisations specify Silver, while two of them want to see their supply chain achieving Gold status.

We also welcomed our first Champions in Ireland and Scotland, cementing our presence across the UK and Ireland.

FORS Associates

In total we have 108 FORS Associates in the FORS Community, with eight new organisations joining in 2022, further strengthening our line-up. FORS Accredited Operators can now benefit from enhanced benefits on telematics, wheel alignment, drug and alcohol testing, freight platform and training.

We also welcomed our first Driver Hire Vehicle Accredited company, with drivers accredited to FORS Silver level.

The eight new Associates were:

-  Samsara
-  A38 CPC
-  Global Logistics Staff Ltd
-  Bonus Eventus Maintenance Ltd
-  Fonix Telematics Ltd
-  AES UK
-  Hampton Knight
-  Zeus

Listening to the industry and taking action

When Sopra Steria took over the FORS concession in January 2022, we completed in-depth market research. From this, we identified that we needed to ensure the scheme visibly supports the industries we engage with, as well as clearly demonstrate the benefits of FORS to operators.

Our new collaborative approach was welcomed by the industry and the perception of FORS started to change.

- Continued our work alongside our Key Partners, AtoH (Glen Davies) and DVV Media (Andy Salter).
- Stakeholder meetings took place with members of the FORS Team and 26 key industry organisations, such as the Traffic Commissioner, DVSA and DfT.
- There were 10 FORS team members involved in representing FORS in face-to-face and virtual meetings with key industry organisations.
- Media interviews with four key publications and the FORS concession director took place, resulting in widespread coverage.



To support the new approach of FORS, we identified the aspects of the scheme that makes it stand out to 'alternative schemes' as identified by TfL in its Work Related Road Risk requirements.

We're a legacy brand

FORS operators have peace of mind we're here for the long haul. As an established, recognised accreditation scheme of 15 years and a community of over 4,700 operators, we've worked to normalise proactive auditing and accreditation in the fleet sector, whilst helping operators drive safer, smarter and greener.

Our training offering

FORS training is above and beyond what else is offered in the market. Over the past 15 years, we've helped more than 30,000 fleet managers improve their knowledge, skills and confidence.

How we support our operators

FORS offers a dedicated helpline available for operators and is made up of trained professionals with over a decade of experience. The FORS Helpline is here for you and available to you help every step of the way.

Joining the FORS Community

Nothing beats the power of working towards the same goal. Being a FORS operator means you join a community of dedicated transport professionals, working to make the roads safer, smarter and greener. Plus, you get access to exclusive deals and discounts.

FORS gets behind Road Safety Week

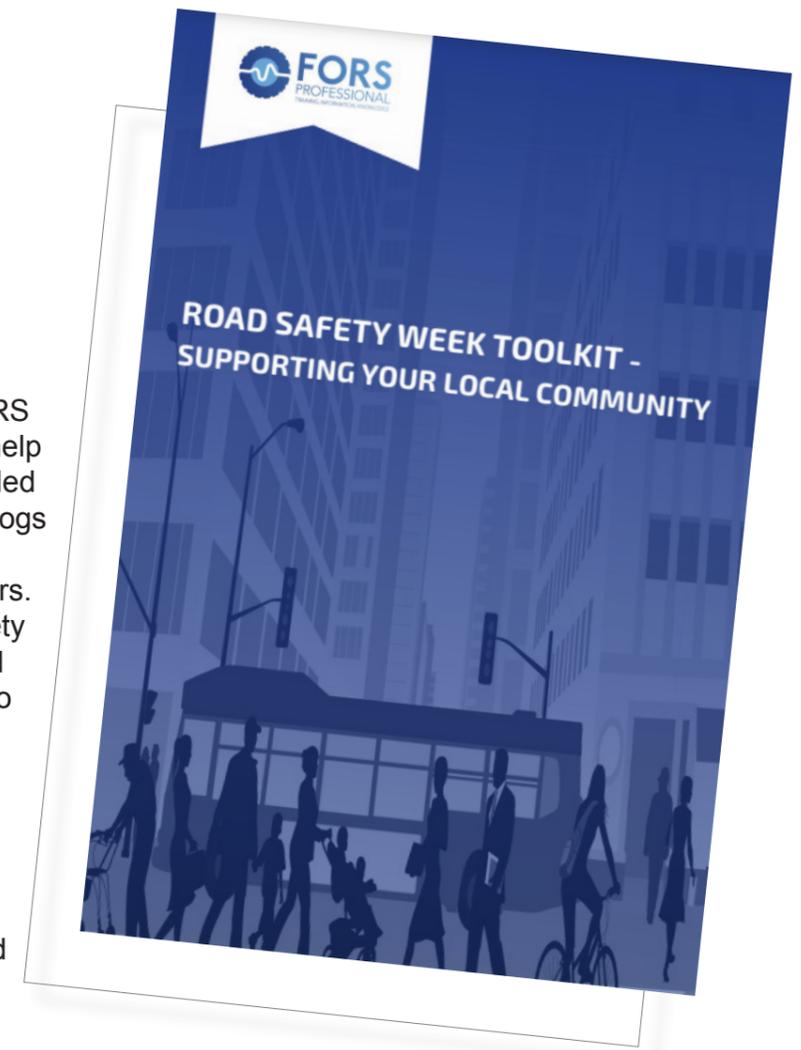
FORS supported last year's Road Safety Week through a range of fundraising and awareness-building activities.

Organised by road safety charity, Brake, Road Safety Week took place from 14 to 20 November 2022. Thousands of schools, organisations and communities from across the country supported the initiative, shared important road safety messages, remembered those affected by road death and injury and raised valuable funds for Brake.



For Road Safety Week 2022, FORS worked on a suite of activities to help promote road safety. These included a series of informative LinkedIn blogs published throughout the week, aimed at fleet operators and drivers. FORS also prepared a Road Safety Week Toolkit containing ideas and inspiration for operators seeking to get involved in the initiative. The toolkit provides guidance on a range of ideas, including vehicle familiarity events, working with local authorities and emergency services, sharing information on social channels and websites, and creating flyers for schools.

As well as mobilising the FORS community to get involved, FORS also encouraged its staff to volunteer, fundraise and promote the cause. For instance, FORS Head of Business Operations Aimee Mitchell represented Brake at her local Roadchef service station on 17 November. Aimee encouraged drivers to complete a simple Highway Code Quiz, handed out useful road safety resources and encouraged donations for the charity.



Looking forward

Now the FORS concession is fully transitioned over to Sopra Steria Ltd, 2023 will be a year of ongoing transformation. Through Accredited Operator, Specifier and Audit Provider research, we've identified many improvements we can make to the scheme and this year we'll start delivering tangible change.

The changes planned for FORS in 2023 are centred around four key pillars:

1. Communicate and implement service change – we'll tell you what we're going to do and keep you informed of the changes.

2. Value for money – we'll suggest and trial different methods of funding FORS to meet both the cost-of-living crisis, the challenge from competitors and complete our transformation projects.

3. Foster an agile approach – work closely with stakeholders to offer services and products that enable businesses to thrive, make FORS simpler and benefit-driven.

4. Refocus on service outcomes – work with FORS Operators and FORS Specifiers to embed a culture of safe, sustainable business operations that are supported by the FORS Standard.

More specifically, we'll be delivering change through three workstreams.

Our flagship project of 2023 'Future of Accreditation', led by our Key Partner AtoH, will explore how we can simplify and demystify the scheme. It will also look at how we provide regulatory and enforcement agencies with more confidence in the FORS Standard and auditing process.

Following a review of FORS Professional training material during 2022, we have now established an ongoing training improvement programme to ensure FORS Professional is regularly reviewed and always up to date.

After a year of lots of preparation work going on behind the scenes – including mapping processes, understanding the current system and gathering feedback – we'll be making improvements to FORS Online.

Alongside the key campaigns, we'll be identifying other areas where we can make the scheme centred around our customers and drive change where required. Plus, we'll continue to reach out to key stakeholders in the industry to ensure we're collaborative and transparent.

Overall, there's much to look forward to and many improvements are on the way. I encourage you to attend the FORS events taking place and complete the 2023 FORS Accredited Operator Survey later this year to provide your feedback. Only with this insight will we be able to continue making improvements that will enhance your FORS experience.

Ian Henderson
FORS Concession Director

Thank you for being a part of the FORS Community, from the FORS Team





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...VEST
...709
...JOS
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