



# **ASDA**

## **Apprenticeship Impact Report 2023**

Since 2017 Asda has supported over 1200 colleagues to complete an apprenticeship through levy funding, utilising £14 million and a further 892 colleagues across the devolved nations.

We partner with 27 training provider partners to offer over 60 programmes from Level 2 to Level 7 to support upskill/ reskill of our existing colleagues across our Retail stores, Asda Logistic Services and three Home Office sites, developing capabilities to meet the future needs of the business and support social mobility.

“Completing my Business Analyst Apprenticeship has transformed me from a Junior Business Analyst to a Senior Business Analyst, and I firmly believe it was the driver in my recent promotion.”



**Suhail Khan**  
**Business Data Analyst**

“When I started my degree apprenticeship within a year I had progressed 4 levels to a Deputy Manager. Upon completion of my apprenticeship I was promoted to a Operations Manager and I am now a General Store Manager. I can’t wait to see how far I can go!”



**Rebecca Davidson**  
**General Store Manager**

# **OUR VALUES** are the behaviours that make us Asda

**We love  
what  
we sell**



**We put  
customers at  
the heart of  
everything**



**We dare  
to try**



**We are all  
colleagues,  
together  
one team**



**We don't  
wait to make  
good stuff  
happen**



# Asda apprenticeships 2023 in review



**Levy spend**  
£2,217,566

**Levy transfer**  
£622,023  
50% increase  
on 2022



**Applications**  
723 in total  
13% increase vs  
2022

**Male/ female split  
of live learners**  
53%/47%



**Expired funds**  
£2.8 million  
less vs 2022



**End of Year  
achievement rate**  
53% increase of 5%  
vs 2022

**Distinction  
rate**  
42%



**Promotions  
upon  
completion**  
2023, 71 in total

**13 new  
programmes  
added to the  
portfolio**





**During development and back in the workplace, colleagues have deepened their connection with customers as a result of their learning.** They understand their impact on customer experience and are motivated to exceed their expectations through enhancing their performance in role and making data driven decisions.

**We put  
customers at  
the heart of  
everything**



"My apprenticeship has allowed me to develop as an individual and become more confident as I take on more responsibilities, helping me to feel more directly connected to our customers and the process of delivering a great service to them."

**Large Goods Vehicle,  
Level 2**

**94%**

**Helped understand the  
importance of their role to  
customers**

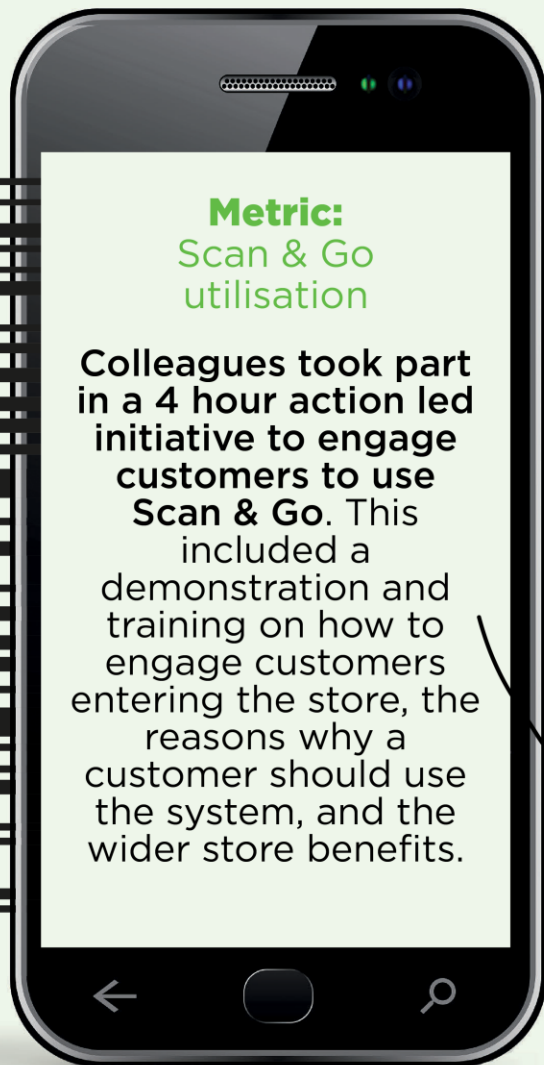
**93%**

**Improved performance  
at work**

**95%**

**Improved motivation to drive  
customer experience**

\*Survey conducted on 130 completed apprentices



**Metric:**  
Scan & Go  
utilisation

Colleagues took part in a 4 hour action led initiative to engage customers to use Scan & Go. This included a demonstration and training on how to engage customers entering the store, the reasons why a customer should use the system, and the wider store benefits.

The results

## Sales through service: customer service level 3 pilot

The purpose of the sales through service pilot apprenticeship programme was to deliver learning to colleagues that aligned to identified areas of improvement (metrics) in Leigh store.

**47 NEW**  
registrations

**77%**  
of weekly targets achieved  
**in 4 hours**

**Value per  
basket +14%**  
through Scan  
& Go

**Scan&GO**

**12 POINT**  
CSI increase

Repeat utilisation  
**+100%**



# Our sales through service learners in Leigh store

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**Adrian**



In a recent stock take, Adrian was identified as the only colleague on the customer service desk that made a profit, something that he is very proud of. He is developing capability in Maths, supported by the functional skills element of his apprenticeship, and Adrian's line manager has now delegated cash office duties to Adrian.

**Michelle**



Michelle has seen significant development in her understanding of the impact of her role in Asda and with customers. There has been tangible progress with her confidence and problem-solving skills.

**Olivia**



This apprenticeship has not only developed Olivia's written and verbal communication skills but has enabled her to put strategies in place to support her dyslexia. Olivia now supports the Pharmacy team having completed her Buttercups training as a result of her increased confidence.

*how our  
colleagues are  
ensuring*

**We put  
customers at  
the heart of  
everything**



“The apprenticeship has enabled me to gain more skills and helped with my confidence. It showed me that my skillset best suited the Community Champion role, allowing me to gain knowledge on how to engage with the community, colleagues and customers to the best of my ability.”

**Liam Timms**  
**Community Champion**  
**Retail Level 2**





**During their apprenticeship, colleagues are encouraged to apply what they have learnt to Asda.** This often leads to specific changes in the way colleagues work within the business, giving them the tools to provide new solutions to challenges and adapt ways of working. Colleagues have an increased confidence in trying and applying new techniques.

**We dare  
to try**



“Their apprenticeship has activated our team to implement new ways of working based on some of the findings the colleague conducted as part of their final presentation.”

**Line Manager of Data Analyst  
Level 4 Apprentice**

“My apprenticeship has helped to motivate me to utilise different techniques when leading my teams to drive efficiency and have confidence in adapting to new ways of working.”

**Retail Team Leader  
Level 3**

**96%**

**Learnt something new that has  
been put into action to benefit  
Asda**

**94%**

**Solved challenges in work  
through applying new  
techniques**

**97%**

**Increased confidence in new  
ways of working**

\*Survey conducted on 130 completed apprentices

# Change and delivering better service for our customers

Since launching the **Optical apprenticeship** in 2022 as the **preferred route of induction for new Optical Assistants** in England, the programme has gone from strength to strength!



**Sarah Joyce**  
**Head of Optical &**  
**Superintendent**  
**Optometrist**

“The Optical Level 3 apprenticeship has ensured we have a consistent approach and level of training as well as dedicated training time for our new colleagues. By our training provider completing all the theory elements of the training with our colleagues, it allows our Optical Managers time to be freed up to focus on managing their department and supporting our customers. In addition it is keeping our colleagues engaged and delivering better service for our customers.”

**ALL**  
**colleagues**  
**achieved a**  
**distinction**

**ASDA**   
**Opticians**



## Cranfield Senior Leader Level 7 Executive Programme



**Our first 13 Leaders** from across the business completed their apprenticeship in October 2023, all **achieving a distinction!** They were celebrated at a graduation event on the 9th November, attended by Hayley Tatum, Chief People and Corporate Affairs Officer.



# Cranfield Senior Leader Executive programme: colleague experience



SCAN ME

**Oluyemi Ikotun**  
General Store Manager



SCAN ME

**Chelsea Patterson**  
Senior Manager  
IT Service Operations

# Early careers apprentices 2023

## Engineer Technician Level 3

**We have partnered with North Warwickshire and South Leicestershire College for the first time to deliver the Level 3 Engineering apprenticeship,** focusing on mechatronics to five recruited apprentices in Asda Logistics.

This three year course utilises over £120,000 of Asda's levy.



## First ever degree apprentices

September saw us **welcome eleven degree apprentices into Asda. Six were in Asda Logistics Services and five into Retail to complete their Chartered Management Degree,** with Manchester Metropolitan University or their Supply Chain Logistics Degree with Sheffield Hallam University.

Apprentices will progress through a variety of roles in their function, supporting them to finally become Store Managers in Retail or Shift Managers in ALS.





**Our business is competitive and fast changing. Our apprentices are instigators of positive change, identifying opportunities and acting.** Their apprenticeship supports them to build collaborative relationships to deliver results and share their ideas with the wider team to improve the way that things are done.

**We don't  
wait to make  
good stuff  
happen**

“The apprenticeship has **helped them become more confident** in how they present at regional meetings and they now take a lead role in moving on the region. They strive to find ways to positively challenge the business.”

**Line Manager of  
Chartered Manager Degree  
Level 6 Apprentice**

**94%**

**Identified an opportunity and acted**

**90%**

**Shared ideas to improve the way that things are done**

**94%**

**Had conversations with new colleagues to instigate change**

\*Survey conducted on 130 completed apprentices



# **13 NEW apprenticeships introduced**

- 1. Sustainability Business Specialist L7**
- 2. Marketing Assistant L3**
- 3. Marketing Executive L4**
- 4. Marketing Manager L6**
- 5. Software Tester L4**
- 6. Retail Sales Professional L3**
- 7. Leadership & Management L5 (Wales)**
- 8. Project Manager L4 (Wales)**
- 9. Leadership & Management L3 (Wales)**
- 10. Engineering Technician (Mechatronics) L3**
- 11. Sustainable Recycling L2 (Wales)**
- 12. Corporate Responsibility and Sustainability Practitioner L4**
- 13. Warehouse Operative L2 (Wales)**

# We are engaging more colleagues than ever on apprenticeship opportunities



**819**  
New  
Instagram  
followers



**Posters**  
sent to stores and depots,  
referencing 'how to get on  
at Asda' and wider  
development scope

**23,874**  
Poster QR  
code scans



**118**  
**colleagues**  
attended insight  
sessions



**723**  
applications



**Our apprenticeships instil pride in our colleagues.** It supports them to develop their knowledge in our products, services and processes and understand the reasons why we do what we do. This supports them to share their knowledge with our customers giving recommendations, passing on value and been able to advise.

**We love  
what  
we sell**



“My apprenticeship has taught me how to identify products that will sell well on displays/ promotional areas by use of sales data. A better product knowledge has enabled me to recommend products and offers to customers.”

**Retail  
Level 2**

**84%**

**Proud to work for  
Asda**

**93%**

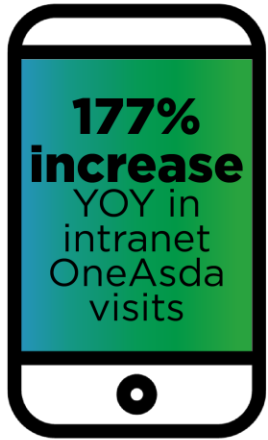
**Recommend Asda  
apprenticeships**

\*Survey conducted on 130 completed apprentices



## National Apprenticeship Week 2023:

Gave us an opportunity to really 'love what we sell' and champion our apprentices throughout the business



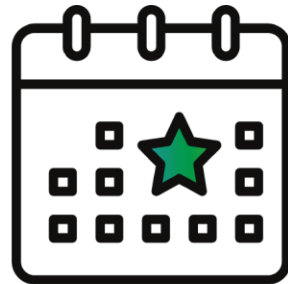
**177% increase**  
YOY in  
intranet  
OneAsda  
visits



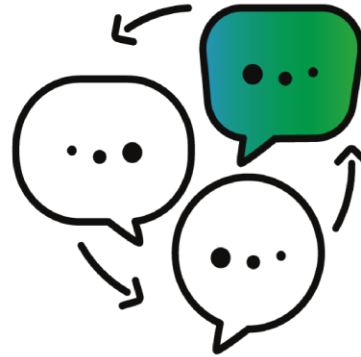
**1058**  
**Social Media likes**  
across 36 posts



**535**  
MPs and Civil  
Servants engaged



**233**  
colleagues  
engaged in three  
Home Office  
events



**87**  
Apprentices  
sharing their  
stories



**42**  
colleagues  
supported our 'My  
Apprenticeship Has'  
video.



**4 MP visits**  
to retail stores

# Face-to-face engagement between our colleagues and training providers began



**'Canteen Cuppa events'** launched during National Apprenticeship Week 2023 for our retail and logistics colleagues with our training provider partner, Inspiro.



Training providers ran information days at **Chepstow Depot**,

engaging colleagues on the new apprenticeship opportunities available to them.



We ran events at **Asda House, Britannia House and George House** inviting our training provider partners to discuss programmes with our colleagues.



# National Apprenticeship Awards 2023

**Having won the Yorkshire & The Humber Regional Finals for the Macro Employer of the Year in the National Apprenticeship Awards on the 4th October 2023, our team became National Finalists.**

Our team represented Asda at the National event on the 29th November in London.

Although we didn't win the finals (this year), we are thrilled to have been named one of the top nine Apprenticeship Macro Employers in England - a huge achievement and recognition.





Throughout their development, our colleagues seek to create more meaningful relationships with their team and forge new relationships. Their increase in confidence supports them to adapt the way they communicate and share their knowledge with others to improve the team's capability.

**We are all  
colleagues,  
together  
one team**



"My apprenticeship has taught me to look at my team differently so I can understand them more and how my leadership style needs to be adapted."

**Leadership and Management  
Transport Level 3**

"Their apprenticeship has supported their growth in confidence and helped them be stronger at engaging stakeholders across the wider business."

**Line Manager of CIPD HR  
Level 5 Apprentice**

**79%**

**Created more meaningful  
relationships**

**83%**

**Increased active participation in  
team discussions**

**90%**

**Understands more about the  
team and how to work better  
together**

**90%**

**Positively changed ways of  
communicating**

\*Survey conducted on 130 completed apprentices

## Line managers are key in supporting apprentices in the business

Line managers are actively involved in their colleagues' apprenticeship through giving them exposure to projects and stretch activities, providing regular feedback and supporting them with the time and direction to succeed. It is a real team effort!

80% of line managers who have supported an apprentice would recommend an apprenticeship as a development pathway to others.

**We are all  
colleagues,  
together  
one team**



“My Senior Director has been very supportive throughout the start of the programme. I would say this is possibly the biggest part of setting off on the right track.”

**Matthew Walker,  
GSM Pudsey**



**90%**

**Added value to our team and ways of working**

**90%**

**Helped them create more meaningful relationships with colleagues**

**86%**

**Understands more about the team and how to work better together**

**81%**

**Increased their active participation in team discussions**

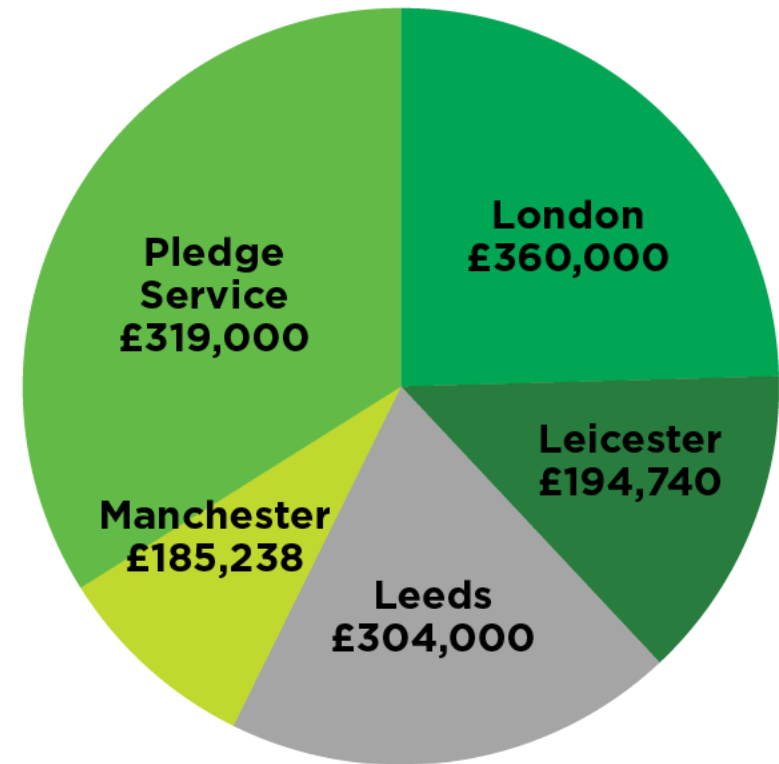
\*Survey conducted on 60 Line Managers who have supported an apprentice

# Levy transfer – 2023 summary

**Large employers that pay the apprenticeship levy can choose to transfer up to 25% of their levy funds each year to other businesses to pay for their apprenticeship training and assessment.**

**In 2023, across three successful application windows, we have committed to transfer £1,089,000 of our levy already transferring £633k to 104 Small Medium Enterprises.**

This covers 63 different Apprenticeship Standards across Levels 2 to 6, varying from Operational Firefighter, Youth Support Worker, Associate Ambulance Practitioner, Bricklayer to Adult Care Worker.





**Asda have supported West Yorkshire Police** to train nine Emergency Contact Handler Apprentices and ten Police Community Support Officer Apprentices by **transferring over £100,000 in apprenticeship levy funds** to West Yorkshire Police. These roles make a real difference to the communities of West Yorkshire.



**WEST YORKSHIRE  
POLICE**

The apprenticeship has given me a lot of life skills and helped me grow as a person. I feel like I have matured a lot since I started the apprenticeship. It has been a big change but the training I received has prepared me well. The training is thorough, and I am now able to take 999 calls independently. Alongside my job I get allocated time each month to focus on my apprenticeship work and prepare for my end point assessment.

*Case study*

**Lillie Mae Dawson  
Level 3 Emergency Contact  
Handler Apprenticeship**

# Apprenticeship networks

**This year has seen the Asda apprenticeship team become recognised members of two external apprenticeship networks which report into the Department for Education.**

This shows our commitment to being true advocates of apprenticeships, promoting the benefits and encouraging more people from underrepresented groups to consider apprenticeships. These networks not only give us a platform to share best practice with likeminded organisations, but gives us the opportunity to instigate change in the apprenticeships sector.



# Lobbying Government for levy reform

## February

Asda hosted six store visits during National Apprenticeship Week, including with the then Shadow Minister for Skills, Toby Perkins.

## March

Asda met with Shadow Education Secretary Bridget Philipson's policy team to discuss levy reform and we have been continuing to communicate with them since.

## June

Apprenticeships team participated in Asda Parliamentary reception, to discuss the new for levy reform.

## October

Asda met with Shadow Education Secretary Bridget Philipson at Labour Party conference to discuss levy reform and how a future Labour Government could help us increase apprenticeship starts.

## November

Asda continues to be held up as example of business engaged in levy transfer, most recently in November 2023.

