

## OUR PERFORMANCE DATA

As part of the strategic review being undertaken in 2018, the financial and non-financial key performance indicators used to measure performance will be reviewed. This year, we are reporting progress and activities against the following commitments and metrics.

Delivering sustainable value for our clients				
We will support our clients to tackle socio-economic issues in their local communities.	Many of our contracts have a separate list of metrics measuring sustainable value (eg, no. of young people supported with employability skills; tonnage of waste diverted from landfill)	Contract specific	Contract specific	Contract specific
Our people and culture				
We will provide a safe, inclusive and diverse workplace for our people ensuring they are listened to, rewarded appropriately and developed to be the best that they can be.	No. of accidents per 1,000 people	1.23	1.41	1.48
	Sickness/absence rate	2.57%	3%	3%
	Employee retention rate	79%	78%	81%
	Male/female diversity	52% male/48% female	52% male/48% female	55%/45%female
	Proportion of full time employees vs part time employees	16% part time	14% part time	15% part time
	Proportion of employees from ethnic minorities	18%	22%	22%
	Employee survey response	58%	No survey conducted	52%
	Amount investment in training and development	£14.0m	£13.9m	£19m
Community investment				
We will invest and engage with our local communities delivering a community programme in each of our operating regions.	<b>Total community investment including:</b>	<b>£1,863,223</b>	<b>£2,086,159</b>	<b>£2.3m</b>
	Charitable spend	£786,613	£1,234,303	
	Value of volunteering hours	£112,329	£91,338	
	Gifts in Kind	£11,034	£24,600	
	Amount of employee raised funds for charity	£480,822	£332,897	
	Amount of employee giving through payroll for charity	£473,426	£403,021	
Responsible business practices				
We will conduct our business in an open, honest and transparent manner embedding responsible business practices into the way we work with clients, suppliers and the way we run our business.	% of material suppliers <sup>1</sup> who comply with our ethical standards of business	63%	40%	31%
	No. of SMEs in our supply chain	60%	70%	76%
	Tonnes of carbon dioxide equivalent presented as both actual (tCO <sub>2</sub> e) and per £1m turnover (tCO <sub>2</sub> e/£1m turnover) <sup>2</sup>	104,743tCO <sub>2</sub> e/25.23tCO <sub>2</sub> e per £1m	117,489tCO <sub>2</sub> e/26.97tCO <sub>2</sub> e per £1m	120,156tCO <sub>2</sub> e/25.71tCO <sub>2</sub> e per £1m
	Carbon footprint reduction (%)	11%	2%	

<sup>1</sup> Suppliers where our annual spend is £1m or greater

<sup>2</sup> Restated 2016 and 2015 emissions data to improve the accuracy of reporting, using actual data to replace estimations