

5-year performance tables

Medium-Term Performance

The Board reviews key responsible business performance indicators regularly. These are published annually, in the Annual Report and in this online Responsible Business Report. Performance against these indicators is reviewed on a regular basis by the Board, Executive Leadership Team and within operational and functional reviews.

Colleagues

Indicators	2019	2018	2017	2016	2015
'Your Voice Counts' colleague engagement survey response rate	90%	On a two-yearly cycle	87%	On a two-yearly cycle	83%
Colleague enablement	79%		78%		74%
Colleague engagement	79%		77%		73%
Sales colleague retention*	85.3%	82.1%	77.3%	78.2%	76.8%
Service colleague retention*	86.1%	85.1%	76.0%	84.8%	81.9%
Total colleague retention*	86.9%	83.2%	n/a	n/a	n/a

* Measured as part of the Employer of Choice programme, 12 month MAT basis.

Customers

Indicators	2019	2018	2017	2016	2015
State of Service	97.2%	97.9%	97.8%	97.7%	97.3%
Customer Voice Counts	44.5	43.0	44.0	37.6	32.9
Customer Retention	86.2%	85.9%	85.7%	85.8%	85.2%

Health and Safety

Indicators	2019	2018	2017	2016	2015
Lost Time Accidents	0.53	0.63	0.58	0.63	0.76
Working Days Lost	10.99	14.77	11.65	16.14	19.59

The LTA rate is calculated as the number of lost time accidents (injuries and illnesses) per 100,000 hours worked.

The WDL rate is calculated as the number of working days that colleagues could not work because of lost time accidents (injuries and illnesses) per 100,000 hours worked.

Communities

Indicators	2019	2018	2017	2016	2015
Community donations £000s	206	202	213	171	128

Operational efficiency

Indicators	2019	2018	2017	2016	2015
Property energy consumption - thousand KWH per £m turnover at CER	44.6	48.8	71.9	82.2	100
Vehicle energy consumption - thousand litres per £m turnover at CER	92.1	95.3	95.1	93.8	100

Total energy consumed

000s kWh	2019	2018
Vehicle fuel	666,131	631,192
Property energy	164,321	162,633
Total kWh	830,452	793,825
of which % energy consumed in UK	10%	10%

Mandatory emissions reporting – tonnes CO₂e

Type of scope	Total emissions (tonnes CO ₂ e) Energy derived				
	2019	2018	2017	2016	2015
Direct GHG emissions (relating to the combustion of fuel and the operation of any facility)	227,063	216,326	210,614	190,385	184,542
Indirect GHG emissions (through the purchase of electricity, heat, steam or cooling)	18,638	17,658	18,895	15,211	16,329

Type of scope	Total emissions (tonnes CO ₂ e) Fumigation derived				
	2019	2018	2017	2016	2015
Direct GHG emissions (relating to the combustion of fuel and the operation of any facility)	548,449	363,339	481,390	720,322	612,310
Indirect GHG emissions (through the purchase of electricity, heat, steam or cooling)	0	0	0	0	0

Environmental impacts

Eco efficiency indicators	2019	2018	2017	2016	2015
Index of energy and fuel derived CO ₂ emissions at CER per £m of revenue	79.64	82.66	88.46	89.64	100.00

Emissions

Type of scope	2019	2018	2017	2016	2015
Total scope 1	178,889	170,518	167,289	151,829	147,729
Total scope 2	17,195	16,282	17,513	14,209	15,218
Total scope 3	44,463	42,311	40,215	35,608	34,196
Total outside scope	5,153	4,872	4,491	3,950	3,729
Total – all scopes and outside scopes	245,700	233,983	229,508	205,596	200,872

Health and Safety

Emissions and water usage	2019	2018	2017	2016	2015
Kilogrammes of CO ₂ emissions per tonne processed	271.71	267.92	266.80	256.9	280.3
Water usage per unit washed – litres used per kilogramme	9.54	9.70	9.07	8.56	9.33