

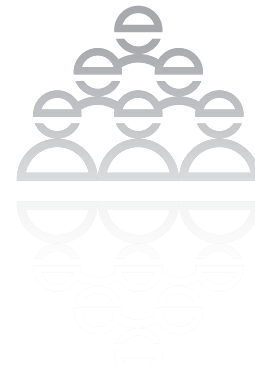
environment

people

community

awards

targets



Corporate Social Responsibility and Sustainability Report 2010

Safety, Quality and Environmental Department
Europa Support Services Ltd

Chairperson's Report

Thank you for taking the time to read our seventh annual Corporate Social Responsibility report. The report seeks to review Europa's sustainability responsibilities, the progress we have made to date and the ongoing targets and objectives we are setting ourselves for the year ahead.

Over the last year Europa has continued in the development of the services we can provide to clients through the acquisition of key contracts from Operon and Nationwide Technical Services. This expansion has enabled Europa to develop its sustainability offerings for clients focusing on energy consumption and water saving technologies. As we move forward we seek to bring the same level of service and reliability which we have demonstrated across our traditional offerings.

By using the lessons we have learnt so far on our own sustainable path we are sharing these with both our clients (through participation in their supply chain initiatives) and with the wider business community through our involvement in the Mayday network and the Business in the Community Taskforce on sustainable leadership.

In all our business endeavors we seek to place a 'green marker' in the way we carry out our activities. This is further underpinned by our continual focus on ISO 14001 and through the development and reduction of our social impacts. We are seeking larger stakeholder engagement by developing links with the next generation through schools, universities and colleges, seeking to understand and learn through mentoring programs and opportunities to share where we are and what we could do next.

As we move into 2011 Europa will seek to build on these relationships and to involve clients in the outcomes of this work therefore reducing their own impacts, providing an innovative business culture to enable staff to generate ideas and ensuring that we leave a planet which can be enjoyed by future generations.

Billy Allan
Chairman



"The good news is we know what to do. The good news is we have everything we need now to respond to the challenge of global warming. We have all the technologies we need; more are being developed. And as they become available and become more affordable when produced in scale, they will make it easier to respond. But we should not wait, we cannot wait, we must not wait."

Al Gore,
Vice President,
United States of America,
1993 – 2001

Chief Executive's Report



In the last year Europa has continued to progress the placing of sustainability at the heart of the way we deliver services both internally and externally. We have continued sharing information and ideas through our sustainability steering group which has enabled staff to come together and see what each department is providing and to then take this back to provide new services to existing clients.

We have undertaken an employment survey of our staff to gauge how well we are doing on sustainability at local site level. This enables Europa to see where staff feel we need to improve. During 2010 we have developed a strategy called 'Small Green Steps' to inform staff of the process we are taking as a business on the sustainability agenda and to show them how they can join us and help to control and reduce their impact at work and at home. This has been achieved through company magazine articles, toolbox talks, focus group meetings, presentations and the production and distribution of a staff resource called 'Little Green Workbook'. We plan to build on this progress into 2011 and further expand our activities into the peripatetic workforce.

Our supply chain has been another area of focus this year and we have reviewed our suppliers to identify and minimise their impacts on society and the environment.

We have sought to ensure that our sourcing of products and services takes into account both the upstream and downstream impacts, therefore minimising packaging, distance travelled and raw materials used.

Continuing the Europa approach of constant innovation and challenging existing methods of service delivery Europa has initiated a staff recognition scheme to identify where new concepts of working are taking place and to reward those staff who are leading the way. The 'myRewards' scheme launched in late 2010 enables staff to promote the great work they are doing in customer service, innovation, community and environmental best practice.

By embedding sustainability within the business, I am certain that Europa will continue to meet the demands made on us to deliver services and products during this testing economic period. Next year the focus and challenges facing Europa will be even greater, and the opportunities before us even more rewarding. It is essential that we continue to develop and sustain our service quality as we continue to grow. To this end the company will be entering the Sunday Times 'Best Green Companies Award' to enhance our sustainability credentials and aim to become one of the top one hundred green companies in the UK.

We must maintain our focus on enhancing both capital and operating cost efficiencies and make no compromises on service, safety and the environment.

It is our people and their passion to deliver outstanding customer service that makes our company a great place to work. Through our efforts, I am confident that in the coming year we can add yet another chapter to the long story of Europa's success.

A handwritten signature in blue ink, appearing to read 'G. Brown'.

Greig Brown
Chief Executive Officer



Scope of Report

This report covers our entire Group activity within the British Isles and is our seventh annual Corporate Social Responsibility and Sustainability Report. As Europa continues to grow and change as a business we continue

to improve the way we monitor and mitigate the impacts we have on the environment. The data has been collected based on the Global Reporting Initiatives to provide transparency and openness.



Major Achievements 2010

- Increased staff awareness of Sustainability through sustainability steering group and staff survey.
- Appointment of vehicle fleet manager to ensure that the fleet meets environmental and business needs.
- Remained carbon neutral for seven years offsetting annual emissions through various schemes.
- Engaged in student mentoring programme, managerial apprenticeship scheme and continued our relationship with local, national and international charities.
- Development and release of our Small Green Steps programme aimed at providing staff with information on what Europa is doing and the ways their actions at work can reduce their impacts.
- Success in winning three Green Apple awards for Environmental Best Practice

Management Review



Environmental Objectives 2010

Number	Objective	Comments
1	The Company will develop an environmental policy that shows its commitments to sustaining the environment. This will be reviewed at MRM on a yearly basis.	Completed
2	The Company will identify its environmental aspects and impacts and prioritise these activities in accordance with business needs.	Completed
3	The company will produce a yearly Corporate Social Responsibility and sustainability document detailing its performance in accordance with series three of the Global Reporting initiatives (GRI).	Completed
4	The Company will audit its environmental activities in accordance with its Audit Plan which will be set against resource availability and business priorities.	Ongoing
5	The Company will analyse and evaluate its waste targets where it has full responsibility for the process and report on a quarterly basis to MRM.	Ongoing



Table 1: Energy Audit 2010



Office	Electricity kWh	Gas kWh
Welwyn Garden City	49211	N/A
Glasgow	9355	N/A
Manchester	62316	N/A
East Kilbride (vacated May 2010)	16404	N/A
Leeds Warehouse Seacroft (vacated July 2010)	1252	N/A
Wakefield (vacated July 2010)	48535	N/A
Leeds Morley	22555	N/A
Bristol	12303	N/A
Godalming	199304	N/A
Hamilton	30605	N/A
Daventry	138253	N/A
Leeds Armley Rd (vacated Aug 2010)	1934	N/A

Table 2: Fuel used for Fleet Transport 2010



Fuel	Litres
Petrol	39143
Diesel	606555
LPG	57

Note: Fuel used includes purchases using company fuel cards and by employees for their own vehicles used for business use.

Table 3: Converting fuel types to CO₂



Fuel Type	Amount used	Units	x	Kg CO ₂ per unit	Total kg CO ₂
Grid Electricity	592007	kWh	X	0.5023	297365
Diesel	606555	litres	X	2.672	1620715
Petrol	39143	litres	X	2.322	90890
LPG	57	litres		1.492	85
Aggregate total emissions from energy use					2009055

Source: Based on 2010 Guidelines to Defra / DECC's GHG Conversion Factors for Company Reporting.

Table 4: Kg CO₂ To Tonnes of CO₂ 2010



	CO ₂	Conv	Tonnes
Scope 1 and 2 (direct emissions)			
Electricity	297365	/ 1000	297.4
Diesel	1620715	/ 1000	1620.7
Petrol	90890	/ 1000	90.8
LPG	85	/ 1000	0.1
Total			2009
Scope 3 (Indirect emissions)			
Air Travel	82534	/ 1000	82.5
Rail Travel	22821	/ 1000	22.8
Taxi Travel	5336	/ 1000	5.3
Ferry Travel	312	/ 1000	0.3
Total			111

Chart 1: Carbon Footprint

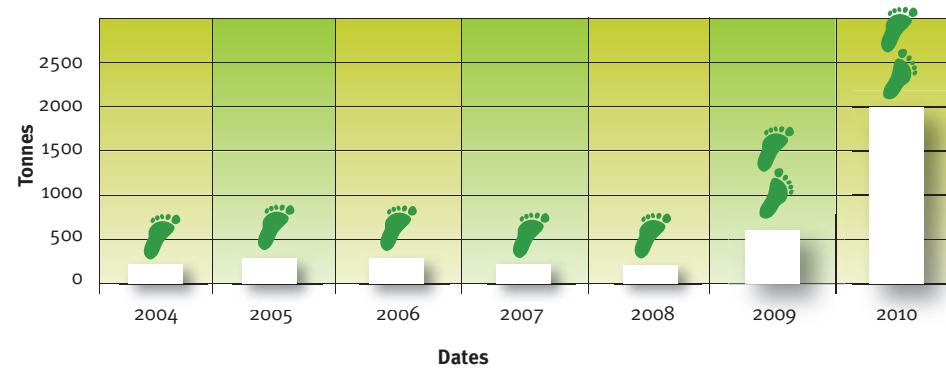


Chart 1 shows the carbon footprint for Europa over the last seven years of measurement.

Our Carbon emissions increased in 2010 from 563t to 2009t as the business has grown and developed new service offerings. With the acquisition of Operon and Nationwide Technical Services in 2010 Europa has increased its building portfolio and increased staff numbers and the mobile peripatetic managers and technical service operatives performing national operational and reactive services.

Chart 2: Normalised Carbon Emissions



Chart 2 shows the carbon footprint since 2004 normalised against Europa's staff count in order to remove the differences caused by company growth.

Chart 3: Normalised Carbon Emissions

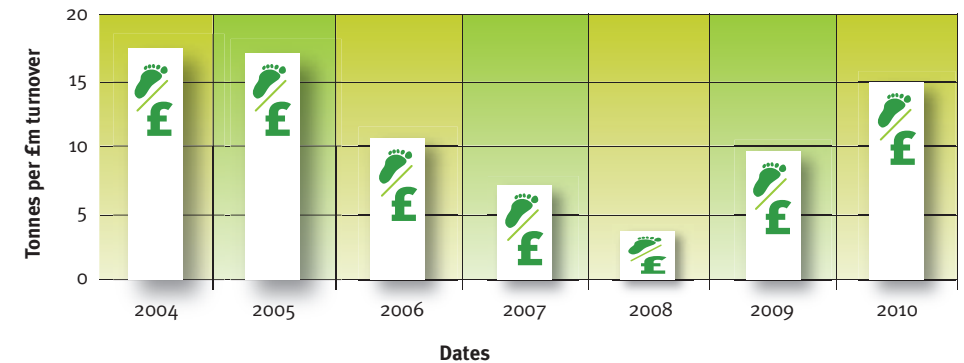


Chart 3 shows the carbon footprint since 2004 normalised against Europa's turnover in order to remove the differences caused by company growth.

Carbon Neutral

Since we first collated our company carbon footprint in 2004 we have sought to neutralise and ensure that Europa's green house gas emissions are offset and that we continually seek to reduce our emissions. Over the last seven years we have adopted a number of different strategies ranging from tree planting and giving away free energy efficient light bulbs to working with the Sandbag organisation, where we have purchased and

decommission the CO₂ equivalent number of European Emission Trading Systems (ETS) certificates. Europa continues to focus on the reduction of its footprint and has found that placing a cost against each emitted tonne of CO₂ enables the business to quantify our emissions in monetary terms and to provide an extra financial incentive to reduce the green house gases we emit due to our business activities.

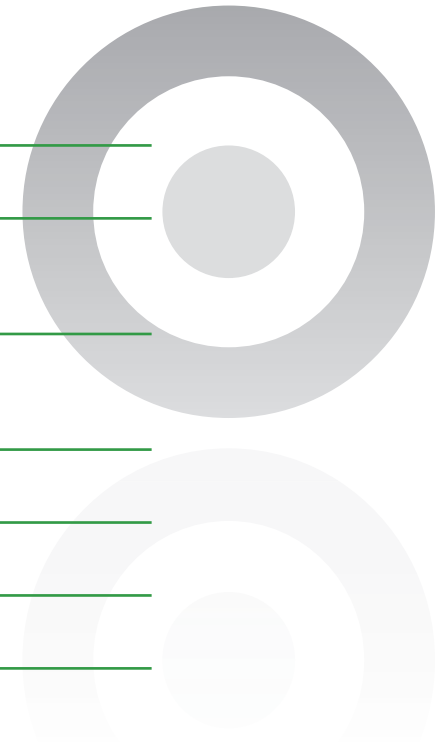


SQE Business Objectives 2010



Safety Quality and Environment Objectives and Targets for 2010 (Including Sustainability Goals)

Subject	Implementation Date	Comments
Restructure of SQE Department to take account of Business Growth	01.04.10	Completed
Introduce ' <i>Accident Severity Rate</i> ' to improve suite of statistics for Operations/Executive Board	31.01.10	Completed
Reduce Slip/Trip/Fall incidents by targeting top five sites through the use of presentations and the introduction of safety	31.12.10	Completed
Obtain – RoSPA Gold award 2010	01.02.10	Completed
Delivery of the Sunday Times ' <i>Best Green Company Award</i> ' in 2011	30.09.11	Ongoing into 2011
Complete aspect and impact assessments of top 25 contract sites	31.12.10	
Development of Waste Management Plans for Top 25 sites	31.12.10	Completed
Supply chain 'Greening'	30.06.09	Completed
Development and delivery of environmental training plan	31.03.10	Completed
Develop and implementation of ' <i>Commercial</i> ' offerings development/delivery	31.03.10	Ongoing



Safety Quality and Environment Objectives and Targets for 2010 (Including Sustainability Goals)

Subject	Implementation Date	Comments
Carbon mapping and monitoring	31.06.10	Ongoing
Development of 'Green Option' for bids	31.03.10	Ongoing
Complete SQE Directors' visits across business sectors	31.12.10	Completed
Complete four focus group meetings with SMT. Quality ISO 9001 Accident investigation Risk assessment and safe systems of work Energy management	31.12.10	Completed
Review and update Health and Safety, Quality and Environmental policies	31.12.10	Completed
Complete internal audits in accordance with audit plan	31.12.10	Completed
Communication of environmental sustainability strategy – Internal / External	31.12.10	Completed



The Future



Safety, Quality and Environment Business Objectives 2011

Subject	Implementation Date
Attain Sunday Times Best Green Companies Award 2011	31.06.11
Obtain certification to NSI Gold	31.01.11
Obtain ISO22000 Certification (Food Safety Management System)	31.10.11



Environment



Europa has carried out a large amount of work in the environmental field over the last seven years and progressed a number of initiatives during 2010. This has been completed through the use of ISO 14001 and equipping our staff with the knowledge and tools to understand and reduce their impacts. We have developed new management processes and operational tools for staff which quantifies environmental impacts and demonstrate to clients where cost savings and environmental impact reductions can be made.

We have rolled out a management training programme which has allowed senior and middle management to understand their roles within the Environmental Management. Additionally, three toolbox talks were completed in 2010 focusing on sustainable

development, ISO 14001 and energy management.

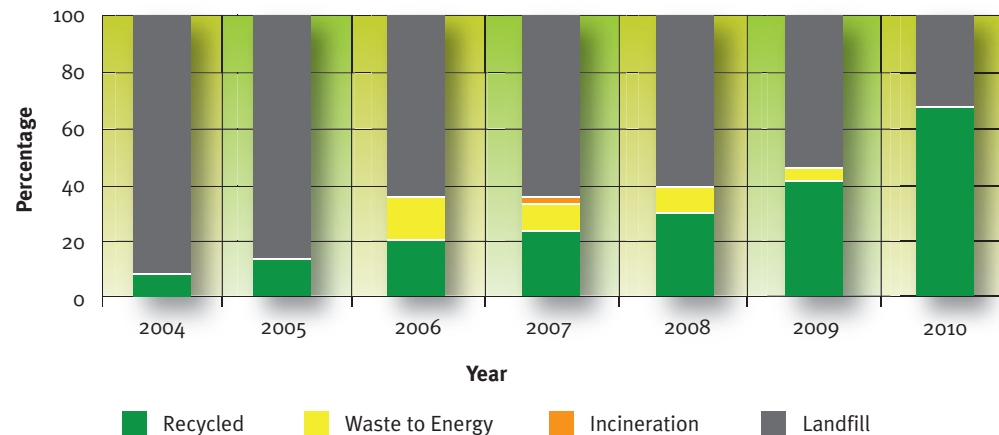
Due to business acquisitions our vehicle fleet has also undergone significant change with a large increase in vehicles. We have looked at reducing CO2 emissions as part of our vehicle replacement policy. Furthermore, we have continued to work with our clients, offering green solutions including energy management and rain water harvesting.

During 2010 Europa has continued to develop waste management strategies where we have budget responsibility and successfully implement waste strategies which conform to the waste management hierarchy in accordance with the Waste Strategy for England 2007. This strategy has enabled a number of our sites to consistently reach above 80% recycling

rates. At our own offices and through staff engagement, we have undertaken a large amount of work to ensure that these opportunities for improvement are brought into our own sites, with the segregation of waste at the point of creation and a move to waste minimise, through double sided printing and increased electronic processes.

One initiative has been the purchasing of a wormery for our Manchester office which takes food waste and generates plant food and compost for the internal planting around the office. Overall we have reduced waste to landfill by 16% and we aim to see this further reduced next year, as we focus on initiatives for food waste and develop new partnerships with waste providers.

Table 4 **Waste Management**



Environment - Cont'd



In 2010 Europa continued to take part in the Mayday network event hosted by HRH The Prince of Wales, which has been set up to provide business in the UK with focus to develop a low carbon economy. Europa reported back to the network on its progress and has joined the Sustainable Leadership Programme Taskforce to determine new and innovative ways to ensure that UK business possess the correct skills to move forward sustainably.

We are working with our staff, to help focus them on the carbon dioxide emitted both during their working hours and at home. This education has taken the form of 'in house' newsletters, memos, intranet information, and manager training and toolbox talks.

We also developed and released the first part of our 'Small Green Steps' program aimed at providing staff with information on what Europa is doing and the ways

their actions at work can reduce environmental impacts. The continual commitment of management has also seen the appointment of a dedicated staff member for sustainability and environmental issues at a group wide level. The Company was also successful in winning three Green Apples awards for environmental performance in furniture recycling management for the banking industry and waste management at a shopping centre in Norwich.

Through 2011 we will continue with our efforts to identify all opportunities to develop education opportunities and to drive further CO₂ reductions.



Community



Ensuring a strong, healthy and just society

Throughout 2010 our staff have continued to work with clients in supporting charities both local, national and international. Highlights have included:

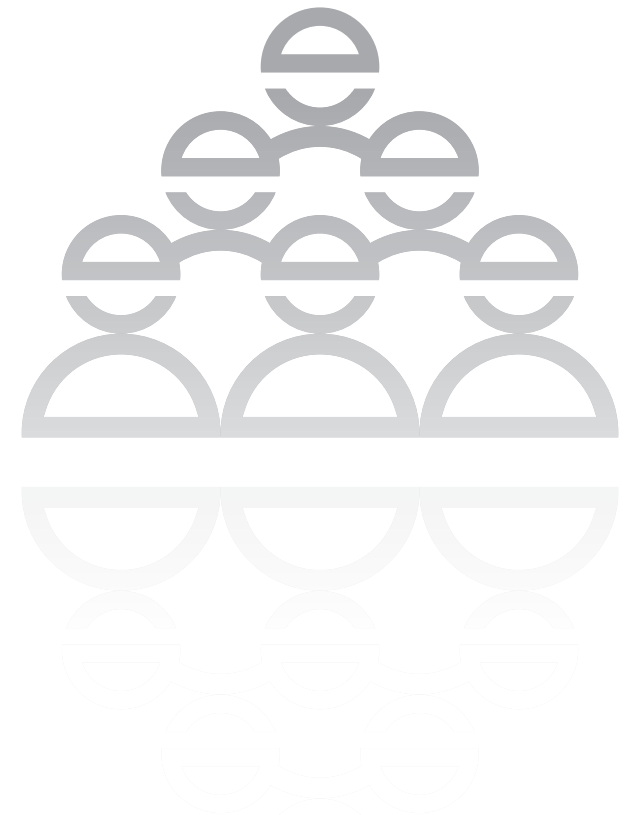
- **Quayside, Newcastle, for helping to raise nearly £900 for a meningitis charity.**
- **Bill Squires, Managing Director, Corporate and Retail, for raising £1,000 for 'Andreas Gift,' a Yorkshire charity funding brain tumour research and support when he cycled the big bike ride from Wetherby to Scarborough.**
- **Alex Richens, Communications Manager, raised £1,246 for Martin House Children's Hospice near Leeds for taking part in the infamous Knaresborough Bed Race.**
- **The Team at The Potteries shopping centre for supporting events during Breast Cancer Awareness Month.**
- **The Team at Victoria Centre in Nottingham for their work with Action for Blind People this year, which provided training to over 30 of our staff in the techniques needed to guide blind or partially sighted members of the public within the Centre.**
- **The Europa team completed their charity coast to coast bike ride in 2010, raising over £3000 for Martin House.**
- **Security team at Eldon Square who raised money for Help the Heroes by completing a charity bike ride in September 2010.**

The company has also continued its support of the girls' football team in Hertford and continued a longstanding arrangement by Nationwide Technical Services, in providing no cost services to the St Francis Hospice in Milton Keynes.

Recognition of the need to help skill future generations and those less fortunate in society has been demonstrated in the last year through staff participation in business skills mentoring for sixth form students and in presentations on water management to junior school students.

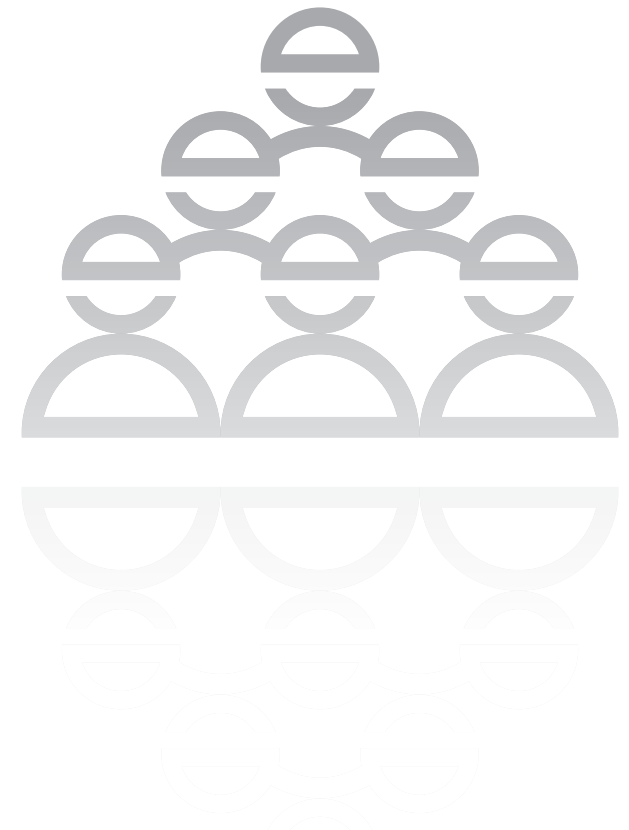
One of our clients also operates a day release training scheme assisting with recycling initiatives, this enables offenders to adjust to working life prior to release. We have employed a number of these ex-offenders.

Our catering operations are committed to the provision of healthy and nutritious food and have over the past year developed menu options to support the Government's healthy eating programme. We have ensured that all our food services are operated in line with ISO 22000 and we shall continue to develop this in 2011.



Public Safety

Through our security contracts we are engaged at locations throughout the UK ensuring that the public are able to go about their business in a safe and secure manner. These contracts are located in both city centre and out of town locations where large numbers of the public gather. Over the last twelve months we have been involved in retail fraud prevention, assisting with public order, first aid, including cardiac first response, as well as dealing with lost property. Recognition of our efforts and professionalism by members of the public, police forces, security agencies and our clients has been received throughout the year.



Achieving a sustainable economy

Europa has continued to deliver high quality services in this challenging period helping our clients to reduce their costs and make savings. We will continue to ensure that services levels are maintained and that our clients continue to experience the commitment and levels of standards that have been accustomed to.

Our business model continues to provide clients with the clear service provision they require and enables them to see cost effective service across the diverse range of activities we provide. Europa recognises that it is only by providing a sound economic base to our business that we are able to underpin our sustainable journey.



Good governance

As Europa has grown over the past twelve months our Operational Board has managed to ensure that transparency and accountability remain a central theme of our business. During 2010 we have successfully integrated two new acquired businesses (Operon and Nationwide Technical Services) and continue to develop our international certified quality standards, to ensure that they incorporate our service requirements.



Europa People



Health and Safety

Over the last year Europa has continued to place the safety of its staff, clients and the public at the highest level. The development of our OHSAS 18001 management system has continued with new business being assessed and documented as it comes on stream.

Training continues to be maintained at a high level with IOSH (Institute of Occupational Safety and Health) courses and specialist training (such as IPATH, CSCS and PASMA) being delivered. Our mandatory toolbox talks has provided a programme to increase staff awareness of issues such as slips, trips and falls, lifting and accident reporting and investigation.

Training

Training has always been at the heart of Europa's business model, ensuring our people have the knowledge and skills to fulfil our customers' needs. In order to accomplish this, Europa's training team deliver in-house training supported by managers and staff from different specialisms at different levels in the business and supplemented where needed and required by external training to enhance the abilities of our people.

In 2010, in excess of twelve thousands hours of training was delivered to our staff for development. This enabled them to achieve nationally recognised qualifications and to expand skills to be used in the business. Alongside our well developed training needs analysis programme, which sets out the training gaps for staff, we continued to ensure staff were continuing to develop through personal development plans and yearly reviews.

Europa continues to place a high level of importance on its people and recognises it is only through their constant hard work and skills development that we can move forward and achieve business objectives.



Sustainability Statement



It is the Operational Board's stated aim to be a leader with regards to sustainability and carbon management within our business sectors. We continue to recognise the need to ensure the highest standards are maintained in respect of sustainable business practices, our relationship with the environment and the need to have proactive carbon management practices in place.

We also recognise the growing imperative to be able to support our customers in these areas. With the increasing awareness of the ecological impact which human industrial and corporate activities are producing; many governments, organisations and individuals are seeking better and more sustainable ways of working. There is growing public awareness of, and demand for, organisations, services and products which are in harmony with the principles of good corporate citizenship. The increasing stringency of local, national and international regulations and legislation concerning environmental protection and climate change mitigation means that we need to adapt the way in which we run our businesses, processes and facilities.

At Europa we continue to making step changes in how we do business and we are also passionately committed to helping our customers to reap the financial, environmental and reputational benefits which sustainable business practices and resource efficiency can provide.

Europa is committed to demonstrating the highest levels of corporate social responsibility, and although we recognise that there is still much we need to improve, we are proud of our achievements to date. During the last seven years we have carried out an annual internal CSR audit and published an annual CSR and Sustainability Report on our website. We believe that this level of transparency is important for all of our stakeholders.

We annually calculate our carbon footprint based on DEFRA's business guidelines. Over the last year this has been calculated at 2009 tonnes from office energy use, space heating and emissions from vehicle travel over the twelve months. We have actively sought to offset our emissions during this period; this has been done

through different methods. Last year we offset these through decommissioning European Emission Trading Scheme (ETS) Certificates.

Within Europa we have a number of initiatives to help reduce our adverse environmental impacts. For the past few years we have had an Environmental Strategy, which is owned by our Safety, Quality and the Environment Director. This has helped to drive a number of major shifts within the organisation.

We also convene regular meetings of our sustainability steering group, drawn from site-level managers from across our contracts and our organisation. This provides a forum for managers to share best practices across different sectors. In order to recognise the dedication of our staff to the sustainability agenda we shall be entering the Sunday Times Best Green Company Award in 2011.

Group Environmental Policy



As Chief Executive Officer, Europa recognises that all its activities and services can cause impacts on the environment. These have been identified through review, analysis and the major aspects have been documented. To ensure compliance from a legal perspective, the organisation follows two main pieces of legislation (Environmental Protection Act 1990 and Environmental Act 1995) to minimise and control the main characteristics of the business.

To reduce and prevent pollution Europa are committed to work with our customers and our supply chain, to reduce the environmental impact of the products we use, to reduce unnecessary travel and to promote a sustainable environment.

The above process and procedures are achieved through continual improvement and the use of Management Review Meetings, Executive Board Meetings, research, and development and audits. These mechanisms allow us to provide the framework for setting and reviewing targets and objectives.

Environmental issues are communicated through the use of internal memorandum, intranet, email, and a range of managerial meetings. Furthermore, staff have the opportunity to feedback their comments through site committees, newsletters and face to face meetings with senior management.

This commitment is communicated with the full support and enthusiasm of the Board of Directors to its subsidiaries and employees - all of whom are accountable for the environmental impact of our business.

A handwritten signature in blue ink, appearing to read 'G. Brown'.

Greig Brown
Chief Executive Officer
24th December 2010

Group Health & Safety Policy



The management of Europa is aware of the importance of controlling and monitoring Health and Safety at work, and is fully aware of its responsibilities as an employer to provide a safe working environment for its employees.

The Company will also co-operate with its customers' requirements, taking care while working on site to ensure that members of the public and other contractors are not put at risk by the work it is conducting.

The Company will take all reasonable steps to meet its Health and Safety obligations under both the Health and Safety at Work Act 1974 and the Management of Health and Safety at Work Regulations 1999, which includes providing:

- **Safe equipment and working methods**
- **Systems for the safe transporting, storage, handling and use of dangerous materials.**
- **Emergency procedures**
- **Systems to meet fire regulations**
- **Personal protective equipment**
- **Risk assessment (including fire risk assessments)**
- **Training in all the above**

The arrangements for staff training, staff welfare and communication/consultation with staff are detailed below.

Staff training will be given to staff commensurate with their responsibilities in accordance with the Management of Health and Safety at Work Regulations. Training will be provided for the following situations:

- **Induction training for new employees (Health and Safety Awareness, Company procedures etc.)**
- **The introduction or modification of new/existing machinery or technology.**
- **A change in employee position/work activity or responsibility.**

Training is also specifically provided for work with hazardous substances, use of PPE and manual handling. Any training provided by the Company will be formally recorded. A programme of refresher training will be undertaken to keep employees up to date with legislation and industry best practice.

Staff welfare facilities will be provided to ensure that they are suitable and sufficient for all sites and that they follow the Approved Codes of Practice outlined in the relevant regulations. As a minimum the following requirements will be adhered to:

- **Toilet/washing facilities accessible on site.**
- **Eating/rest facilities accessible on site.**

Group Health & Safety Policy (continued)



Staff communication and consultation will follow those identified in the Health and Safety Management System. Consultative committees are set up at local level that will feed through to the Management Review Meetings for continuous improvement. Additionally, staff will be kept informed of new legislation, change in policy, and changes to working practices and internal health and safety matters, through the use of internal memos, posters, toolbox talks, e mail, notice boards and Operational/Executive meetings.

Management will undertake continuous reviews of Health and Safety to minimise the risk to employees, sub-contractors and the public. For any system to work, co-operation with those carrying out the work is essential and the Company will ensure that there is suitable communication with feedback from employees.

It is also recognised that employees have duties and responsibilities, which include:

- **Acting with due care at all times**
- **Following instructions and emergency procedures**
- **Correct use of safety equipment and clothing**
- **Correct use of hazardous chemicals**

The management of the company will give appropriate support and the necessary power and authority to those implementing the policy, in order to ensure that its requirements are followed.

A handwritten signature in blue ink, appearing to read 'G. Brown'.

Greig Brown,

Chief Executive Officer, 24th December 2010

Awards

We have received a number of nominations for awards from independent bodies, which we believe reflects our commitment to the service quality delivery by our teams. The nominations and awards demonstrate the high standards of continued service and customer relationships Europa have been able to deliver.

- **RoSPA Gold Occupational Health and Safety Award 2010.**
- **Membership of the Police Community Safety Accreditation Scheme**
- **Green Apple Best Environmental Practice Gold – CSC Chapelfield Norwich**
- **Green Apple Best Environmental Practice Silver – Banking Sector Furniture Management**
- **Green Apple Best Environmental Practice Gold – Lloyds Banking Group**

Sponsorship

We sponsored the 2010 Sceptre Award in the category of the young achiever of the year. The aim of the award is to recognise, grow and nurture exceptional young people to achieve and develop and to inspire more young people to become engaged in the industry and create positive stories.



Performance Indicators



In order to provide a consistent and transparent view of our business, we report our data in line with the Global Reporting Initiative (G.R.I). More information on these indicators is available from the GRI website.

GRI Ref	Economic Performance Indicators	2010
EC1	Economic Performance:	
	Turnover 2010	£134,000,000
	Total sum of taxes paid	£1,699,551
	Donations made (including community support)	£15,300
EC2	Economic Performance:	
	Financial Implications and other risks and opportunities for the organisation activities due to climate change	none
EC4	Economic Performance	
	Significant financial assistance received from government	none
EC6	Market Presence	
	Policy, practices and proportions of spending on locally-based suppliers at significant locations of operation	We have a policy of using local suppliers wherever possible, as this is key in reducing the carbon footprint of the businesses operations.

Performance Indicators



All indicators are Global Reporting Initiative (G.R.I.) core indicators.

GRI Ref	Economic Performance Indicators	2010
EC7	Market Presence Procedures for local hiring and proportions of senior management hired from local community at significant locations of operation	Unable to report
EC8	Indirect Economic impacts Development and impact of infrastructure investment and services provided primarily for public benefit through commercial, in-kind or pro bono engagement	At cost maintenance services provided to St Martins house hospice Milton Keynes. Free services provided to Relocate Yorkshire air ambulance.

Performance Indicators



All indicators are Global Reporting Initiative (G.R.I.) core indicators.

GRI Ref	Economic Performance Indicators	2010
EN1	Materials Materials used by weight or volume	Unable to report
EN2	Materials Percentage of materials used which are recycled input materials	100% of paper used is recycled
EN3	Energy Direct energy use	Elect. 297365 KWh Diesel 606555L Petrol 39143L LPG 57L
	Associated carbon dioxide emissions from direct energy use	Elect. 297.4tt Diesel 1620.7t Petrol 90.8t LPG 0.1t Total 2009.09t

Performance Indicators



All indicators are Global Reporting Initiative (G.R.I.) core indicators.

GRI Ref	Economic Performance Indicators	2010
EN4	Energy Indirect energy consumption by primary source	Flight 82.5t CO ₂ Train 22.8t CO ₂ Ferry 0.31t CO ₂ Taxi 5.3t CO ₂
EN8	Water Total water withdrawal by source	Surface, Ground, Rain and Waste om ³ Municipal Water 293m ³ Total 293m³
EN11	Biodiversity Location, size of land owned, leased, managed in Biodiversity rich habitats	None
EN12	Biodiversity Impacts of activities and operations on protected/sensitive sites	None
EN16	Emission, Effluent and Waste Total direct and Indirect greenhouse gas emissions by weight Direct Indirect	None None
EN17	Emission, Effluent and Waste Other relevant indirect greenhouse gas emissions by weight	o

Performance Indicators



All indicators are Global Reporting Initiative (G.R.I.) core indicators.

GRI Ref	Economic Performance Indicators	2010
EN19	Emission, Effluent and Waste Emissions of ozone- depleting substances by weight	None
EN20	Emission, Effluent and Waste NOx, SOx and other significant emissions by weight and type	None
EN21	Emission, Effluent and Waste Total water discharge by quality and destination	None
EN22	Emission, Effluent and Waste Total waste handled Breakdown of waste disposal routes	13255 tonnes 75% Recycled, 0% energy from waste, 0% incinerated, 25% landfill
EN23	Emission, Effluent and Waste Total Number and Volume of significant spills	None
EN24	Emission, Effluent and Waste Weight of transported hazardous waste percentage shipped internationally	6.23 tonnes 0 tonnes
EN26	Products and Services Initiatives to mitigate environmental impact of product and services and extent of mitigation	Environmental Manual ISO14001 Impact Assessments

Performance Indicators



All indicators are Global Reporting Initiative (G.R.I.) core indicators.

GRI Ref	Economic Performance Indicators	2010
EN27	<p>Product and Services</p> <p>Percentage of product sold and their packaging materials which are reclaimed by category.</p>	None
EN28	<p>Compliance</p> <p>Incidents of and fines for non-compliance with all environmental legislation</p>	None
LA1	<p>Employment</p> <p>Total workforce Breakdown</p>	<p>Employment types</p> <ul style="list-style-type: none"> • Total Workforce - 2373 • Full Time - 1644 • Part Time - 729 (25 hours and under) • Indefinite or Permanent contract - 2300 • Fixed Term or Temporary contract - 73 <p>Job role</p> <ul style="list-style-type: none"> • Administration - 274 • Executive - 8 • Manager - 226 • Supervisor - 158 • Operative - 1707 <p>Region</p> <ul style="list-style-type: none"> • North - 38% • Midlands - 24% • South - 35% • Ireland - 3%

Performance Indicators



All indicators are Global Reporting Initiative (G.R.I.) core indicators.

GRI Ref	Economic Performance Indicators	2010
LA2	Employment Total number and rate of employment turnover	• 280 = 12%
LA4	Labour/ Management Relations Percentage of employees covered by collective bargaining agreements	23.7%
LA5	Labour/ Management Relations Minimum notice period(s) regarding significant operational changes.	30 days

Performance Indicators



All indicators are Global Reporting Initiative (G.R.I.) core indicators.

GRI Ref	Economic Performance Indicators	2010
LA8	<p>Health & Safety Education, training, counselling, prevention and risk control programs in place</p>	<p>All sites conform to risk assessment and method statement processes outlined in companies OHSAS 18001 Management System supplemented with induction, toolbox talks and on the job training throughout the year.</p>
LA10	<p>Training and Education Average hours of training per year</p>	<p>Senior management = 1,212 hours Middle Management = 1,972 hours Supervisory = 1,809 hours Administration / Central services = 812 hours Front line = 6,580 hours</p>

Performance Indicators



All indicators are Global Reporting Initiative (G.R.I.) core indicators.

GRI Ref	Economic Performance Indicators	2010
LA13	<p>Diversity and Equal Opportunity Composition of governance bodies</p> <p>Breakdown of employees by Gender</p> <p>Age</p> <p>Minority Group Membership</p>	<ul style="list-style-type: none"> • Executive Board • Group Operations Board • Leadership Steering Group <p>- Male 59%</p> <p>- Female 41%</p> <p>- Under 30 years 18%</p> <p>- 30-50 years 49%</p> <p>- 50 years and over 33%</p> <p>Unable to report</p>
LA14	<p>Diversity and Equal Opportunity Ratio of basic salary of men and women by employment category</p>	unable to report
SO1	<p>Community Description of policies to manage impacts on communities in areas affected by activities, as well as description of procedures to address issues including results of monitoring</p>	There is limited impact on surrounding communities from our work on sites. These are controlled through our aspect determination procedures which are monitored and reviewed by each site.

Performance Indicators



All indicators are Global Reporting Initiative (G.R.I.) core indicators.

GRI Ref	Economic Performance Indicators	2010
SO2	Corruption Percentage of business units analysed for risks related to corruption	None
SO3	Corruption Percentage of employees trained in organisations anti-corruption polices and procedures.	None
SO4	Corruption Actions taken in response to incidents of corruption	None
SO5	Public Policy Public policy positions and participation on public policy developments and lobbying	None
SO8	Compliance Monetary value of significant fines and total hours of non-monetary sanction for non-compliance with laws and regulations	Nil
PR1	Customer Health and Safety Percentage of significant product or service categories that are covered by and assessed for compliance.	100%

Performance Indicators



All indicators are Global Reporting Initiative (G.R.I.) core indicators.

GRI Ref	Economic Performance Indicators	2010
PR3	Product Service and Labelling Percentage of significant product or service categories that are covered by and assessed for compliance.	None
PR6	Marketing Communications Program for adherence to laws, standards and voluntary codes related to marketing communications Codes used Any producers sold which are banned or subject of stakeholder or public debate Response to any questions on products	None None None None
PR9	Compliance Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	Nil
HR1	Human Rights: Investment and Procurement Practices Number and Percentage of investment agreements that include human rights clauses	None

Performance Indicators



All indicators are Global Reporting Initiative (G.R.I.) core indicators.

GRI Ref	Economic Performance Indicators	2010
HR4	Human Rights: Non-discrimination Total Number of incidents of discrimination	None
HR5	Human Rights: Freedom and Collective Bargaining Numbers of operations where freedom and collective bargaining is at risk	None
HR6	Human Rights: Child Labour Number of operations where a significant risk for incidents of child labour exists.	None
HR7	Human Rights: Forced and Compulsory Labour Number of operations where a significant risk for incidents of forced labour exists.	None