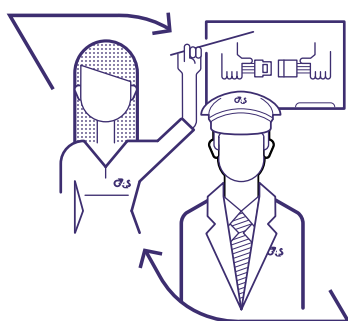


Key priority based on 2017 stakeholder materiality exercise (see page 83)

KPIs

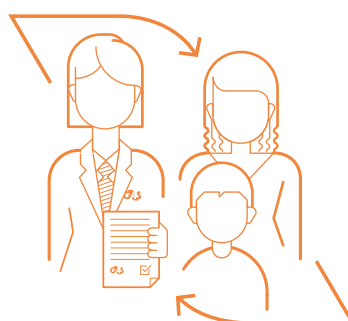


HEALTH AND SAFETY

The safety of our employees and those in our care is one of our corporate values and a priority for the Group.

47%

Reduction in employee fatalities



HUMAN RIGHTS

Our respect for human rights is core to the sustainable success of the business and continues to be an important part of our risk-assessment and mitigation process.

65

Human rights control self assessments of businesses operating in high-risk countries



ANTI-BRIBERY AND CORRUPTION

We continue to develop and encourage a workplace culture in which all employees understand the company's standards of ethics and feel confident that they may raise ethical concerns.

300

Cases reported and managed via our global whistleblowing system Speak Out during 2017

KEY CSR INDICATORS

	2017	2016	2015	2014	Index
Number of employees	570,000	585,000	610,000	623,000	p17
Percentage of female managers	22.8%	25.5%	23.4%	23.4%	p18-19
Percentage of frontline female employees	14.2%	13.6%	13.4%	12.8%	p18-19
Work-related fatalities	25	47	46	41	p21
Attack	8	20	17	14	p21
Non-attack	6	10	9	8	p21
Road-traffic incident	11	17	20	19	p21
Lost time incidence rate (per 1,000 employees)	6.7	7.7	8.5	–	p21
Non-natural deaths in custody (UK/Australia)	3	9	2	–	p21
Coverage by collective agreements (%)	31%	32%	33%	30%	p20
Employee turnover (%)	25.3%	27.6%	29.4%	30.8%	p17
Number of human rights control self-assessments in high-risk countries	65	54	–	–	p21-22
Number of human rights audits in high-risk countries	37	–	–	–	p21-22
Number of whistleblowing cases	300	402	158	65	p20
t/CO ₂ e GHG emissions per £m revenue	62.9	68.1	72.3	75.0	p117-118
Total GHG emissions t/CO ₂ e	501,467	514,466	526,403	542,429	p117-118
Scope 1 t/CO ₂ e	297,211	296,543	304,551	312,708	p117-118
Scope 2 t/CO ₂ e	103,915	108,369	108,398	107,232	p117-118
Scope 3 t/CO ₂ e (air travel)	20,368	15,261	16,088	17,573	p117-118

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