

Performance & KPIs

# Our long-term performance indicators.

Our performance over five years.

## INSIDE THIS SECTION

Performance indicators	87
Operational targets	91



# Performance indicators

## Health and Safety

26% improvement in LTA, 23% improvement in WDL.

Health and Safety					
Indicators	2020	2019	2018	2017	2016
Lost Time Accidents rate (LTA)	0.39	0.53	0.63	0.58	0.63
Working Days Lost rate (WDL)	8.46	10.99	14.77	11.65	16.14

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.

## Colleagues

1.7% improvement in colleague retention.

Colleagues					
Indicators	2020	2019	2018	2017	2016
Total colleague retention*	88.6%	86.9%	86.9%	83.2%	N / A
Sales colleague retention	87.7%	85.3%	82.1%	77.3%	78.2%
Service colleague retention	86.9%	86.1%	85.1%	76.0%	84.8%
Colleague enablement	79% (90% response rate)		78% (87% response rate)		74%
Colleague engagement	79% (90% response rate)		77% (87% response rate)		73%

\* Measured as part of the Employer of Choice programme, 12-month annualised basis.

## Customers

State of Service reduction reflects customer premises lockdown during the pandemic.

Customers					
Indicators	2020	2019	2018	2017	2016
State of Service	89.4%	97.2%	97.9%	97.8%	97.7%
Customer Voice Counts	45.5	44.5	43.0	44.0	37.6
Customer Retention	84.5%	86.2%	85.9%	85.7%	85.8%

## Environmental

Carbon emissions efficiency index improved by 8.1% year on year and has improved by 22.5% over five years.

Environmental (CER per £m of revenue)					
Eco-efficiency indicators	2020	2019	2018	2017	2016
Index of energy & fuel derived CO <sub>2</sub> emissions	77.55	84.37	84.89	97.64	100

Absolute values of energy and fuel-derived emissions – tonnes of CO <sub>2</sub> e					
Type of scope	2020	2019	2018	2017	2016
Total Scope 1	169,755	173,140	160,024	164,745	149,597
Total Scope 2	15,390	17,031	16,282	17,513	14,209
Total Scope 3	43,052	43,548	40,255	39,905	35,309
Total outside scope	5,769	5,768	5,238	5,084	4,519
<b>Total – all scopes &amp; outside scope</b>	<b>233,966</b>	<b>239,487</b>	<b>221,799</b>	<b>227,247</b>	<b>203,634</b>

*Index of CO<sub>2</sub> emissions – calculated as an index of kilograms per £m revenue on a constant exchange rate (CER) basis, providing an accurate like-for-like performance comparison, removing the variables of currency and divestments and acquisitions. The baseline year for this index is 2016.*

**Environmental  
continued**

Total energy consumed (Global)			
'000s kWh	2020	2019	2018
Vehicle fuel	658,704	656,475	601,957
Property energy	129,454	153,886	153,499
<b>Total</b>	<b>788,158</b>	<b>810,361</b>	<b>755,456</b>
% of which energy consumed in UK	11%	10%	10%

Our total energy consumption is calculated using electricity purchased (kWh) and fuel volumes converted to kWh using the UK Government GHG Conversion Factors for Company Reporting.

Workwear					
Emissions and water usage	2020	2019	2018	2017	2016
Kilograms of CO <sub>2</sub> emissions per tonne processed	272.65	271.71	267.92	266.80	256.9
Water usage per unit washed – litres per kg	9.90	9.54	9.70	9.07	8.56

Workwear					
Destination of Waste	2020	2019	2018	2017	2016
Recycling	32%	24%	33%	45%	47%
Recovery – Energy	26%	30%	12%	9%	7%
Landfill	24%	30%	39%	23%	36%
Incineration	18%	16%	16%	23%	10%
<b>TOTAL (tonnes)</b>	<b>1,232</b>	<b>1,899</b>	<b>1,487</b>	<b>1,685</b>	<b>1,474</b>

## Environmental continued

Energy derived (Tonnes of CO <sub>2</sub> e)					
Source of emissions	2020	2019	2018	2017	2016
Direct GHG emissions*	217,332	221,069	204,163	208,321	188,420
Indirect GHG emissions**	16,633	18,419	17,637	18,926	15,214

\* Relating to the combustion of fuel and the operation of any facility.

\*\* Through the purchase of electricity, heat, steam or cooling.

Fumigation derived (Tonnes of CO <sub>2</sub> e)				
Source of emissions	2020	2019	2018	2017
Direct GHG emissions	605,442	548,449	363,339	481,390
Indirect GHG emissions	0	0	0	0

## Communities

Does not include donations in-kind which was the main focus for 2020 and increased significantly.

Communities (£'000)					
Indicators	2020	2019	2018	2017	2016
Community donations	184	206	202	213	171

# Operational targets

2020 Targets	Progress in 2020	Targets for 2021
<b>Deliver improvements in LTA and WDL of at least 5%.</b>	We delivered our safest year with Lost Time Accidents down by 26% and a 23% reduction in Working Days Lost rate – despite 7,000 colleagues using full PPE & respirators.	Maintain safety rates at world class standards (below 1 for LTA).
<b>Deliver over 1.5 million views of digital training content. Create over 500 new pieces of training content. Continue to foster a diverse and inclusive culture.</b>	c.3.2 million courses were undertaken on our digital learning platform, U+. c.550 new pieces of content were produced.  In 2020 we developed a new phase in our Diversity, Equality and Inclusion programme (DE&I), focused on ethnicity and social mobility. We set out our 2024 vision: To build an organisation where everyone with skill, imagination and determination, whatever their gender, race, colour, nationality, age, sexual orientation, physical ability or background, can reach the highest level based on merit alone.	Deliver 3 million views of training content on U+ and create over 500 pieces of new training content.  Roll out the next phase in our DE&I programme focused on ethnicity with training for 1,000 leaders and managers in 2021 and 2022, and an in-depth colleague listening programme with a response rate of over 75%.
<b>Deliver a State of Service above 95%. Deliver over 100,000 Net Promoter Score calls to customers to measure customer satisfaction and maintain a strong pipeline of innovations. Launch digital Hygiene services. Build vector control capability and scale.</b>	At 89.4% (2019: 97.2%), our State of Service was impacted by the lockdown of customer premises; NPS improved by 0.6 points and we continued to roll out our pipeline of innovations. 2.6 million after-service surveys in pest control and hygiene resulted in a score of 4.8 / 5. Strong progress in digital pest control with over 9 million digital records on our pest control command centre every day. We promoted our vector control credentials in a series of customer webinars.	State of Service to over 90% (subject to lockdowns), maintain improvement in customer satisfaction and drive usage of digital services. Launch digital Hygiene services. Launch Eradico for customers (a new global bait box made from recycled polymers and is 100% recyclable).
<b>Launch our programme of eight environment workstreams and develop new carbon targets to take the business towards net zero. Protect c.850 acres of rainforest with Cool Earth.</b>	Our workstreams were launched and country plans developed.  We exceeded our environment target (27.2% reduction over five years 2016-20), launched our new plan for a 20% reduction to 2025 and our 2040 net zero target. Continued to protect mature rainforest through and avoid carbon emissions through our work with Cool Earth.	Communicate our environment plan and goals externally. Extend usage of electric vehicles, put in place extended reporting of waste and establish CEO Environment Awards. Please see the Environment section for emissions efficiency and net zero targets.
<b>Establish RI Cares ambassadors in every Region. Take the cumulative total number of adults and children supported by Better Futures to over 29,000.</b>	Our ambassadors were established in every region and our largest ever donations in-kind event took place. Better Futures provided virtual hygiene education given the local lockdowns.	Undertake our largest single fundraising event with over 1,500 colleagues raising at least £150,000 for Malaria No More UK. Target to donate £250,000 p.a. through RI Cares.