



SUSTAINABILITY REPORT

2016

PASSION | INTEGRITY | EXCELLENCE

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INTRODUCTION

In 2013 NG Bailey launched an ambitious and demanding sustainability programme - One Approach. With 18 commitments across six areas of focus it meets the responsible business priorities that NG Bailey faces as a leader in its field.

In addition to these six areas of focus, financial performance is a pre-requisite of a responsible business.

A profitable and excellent business generates a great deal of good for society such as providing rewarding careers, creating opportunities for young people, saving costs and carbon for our customers in their existing buildings, and building a better future for all of us.

A responsible business will also try hard to reduce negative and avoidable impacts of our work on our environment, our communities and our supply chain.

In the face of a growing skills shortage the growth in our apprenticeship programme is essential to bridge the gap. It's why we have invested in our schools programme, which aims to inspire the next generation of engineers. It's also why we strive to be an inclusive business in an industry which has much to do on this agenda.

As the UK faces the challenge of meeting climate change targets we are helping customers such as Land Securities reduce the energy demand within their existing buildings, as well as delivering some of the most innovative and challenging low energy new buildings such as the University of Leicester's School of Medicine – the UK's largest non-domestic building constructed to Passivhaus standards. In addition, our engineers and experts are prepared to play a major role in the delivery of the next generation of new nuclear stations and help construct the low carbon electricity generation to secure the UK's energy future.

Finally, I am proud to be the chief executive of a business that has rallied together to smash the £50k fundraising target that was set for our first ever charity of the year partnership with Macmillan Cancer Support.

In fact, in 12 months, we have raised just over £70k and it has been a privilege to witness the energy, time, and commitment of our people in hitting this goal.



David Hurcomb
Chief executive



**OUR MISSION IS
"TO RESPONSIBLY
DESIGN, BUILD,
OPERATE
AND MAINTAIN
BUILDING,
INFRASTRUCTURE
AND IT SERVICES"**

OUR STAKEHOLDERS

It's vital that we are both a financially successful - and responsible - business. Measures of financial success are clear. Our profitability is closely measured and our clearly defined accounting procedures form part of every company's annual report and accounts.

However what makes a responsible business? What do our stakeholders think? What are the important issues we should be focusing on? How should we measure our progress?

In short how do we know we are focusing on the things that address the greatest concerns of those our business has an impact on?

Responsibility starts by listening to others, to understand what is important to them and to take the steps necessary to act on these issues.

In 2013, when we developed One Approach, we completed a comprehensive sustainability strategy review. This entailed identifying, prioritising and engaging our stakeholders, including our employees, customers, suppliers, charities, schools and young people we engage through our Inspire programme, government regulators and the family shareholders.

Through a variety of engagements we sought our stakeholders' views to identify potential issues, categorise and prioritise them, before involving our stakeholders in the development of our One Approach strategy. Since its launch we have continuously sought feedback from stakeholders as to our progress.

Examples of our methods of engagement include the group-wide employee roadshow, senior management working groups, an annual supplier conference and our customer survey.

This isn't a one off exercise. We keep the conversation going with our stakeholders today. For example, open and consistent communication is an important aspect of being a good employer. In 2015 our executive management team completed an employee roadshow, where they held briefing sessions across seven locations in the UK over a ten day period, attended by 1,500 of our employees. During the roadshow we surveyed our people to get views on One Approach. Over 97% responded that they felt NG Bailey is a responsible business.

We annually complete the Sunday Times Best Companies Survey which provides a platform for employees to anonymously rate our business as an employer. We also hold Investors in People accreditation which includes a detailed anonymous survey of people throughout our business. Each year we carry out a detailed annual customer satisfaction survey, we complete reviews of our schools engagement programmes with all participants, and we engage our supply chain - for example in May 2016 we hosted a supplier conference at Denton Hall with our key supply chain partners, where we shared our forward looking vision and listened to their views and input.

Through our commitment to engage, listen, and act, we know our strategy is focusing on the right goals. By integrating our strategy into the everyday roles and responsibilities of our people we make achieving these goals a mainstream part of our business. By reporting on our progress in meeting these goals we ensure that we hold ourselves to account to deliver them. By delivering these goals we are ensuring that NG Bailey is not only a profitable business, but one which makes a significant contribution to society and the environment.



Cal Bailey

Cal Bailey
Sustainability director



SAFETY

WHY IS SAFETY IMPORTANT?

The safety and wellbeing of our people continues to be our top priority. The nature of our business can expose us to potentially dangerous environments, on the road, on construction sites or when managing live building services, and as such our expectation is that everyone goes home safely at the end of every working day.

WHAT HAVE WE ACHIEVED SO FAR?

Our Safety First & Foremost culture is developing across the business, with each and every person becoming more aware of applying the highest of safety standards. This culture is complemented by our dedicated safety training, campaigns and communications – which is aimed at not only our employees but also our supply chain. We keep safety at the forefront with various communications and meetings where we discuss everything from near-miss reporting to behavioural improvement plans and occupational health. We also host quarterly Safety First & Foremost awards across our business, promoting positive health and safety actions and achievements. Our recent safety award went to our Engineering team in Reading who achieved four consecutive years without a single reportable accident (RIDDOR).

After continuous year-on-year reductions in accidents we had an increase in RIDDORs from five in 2014/15 to six in 2015/16. Despite this our Offsite Manufacture, Rail and IT Services divisions were RIDDOR free throughout 2015 and our RIDDOR level is the lowest it has been for 30 years.

Our industry leading safety performance can also be recognised by our Accident Frequency Rate (AFR) of 0.04.

We place ever increasing emphasis on our people identifying and acting on potentially unsafe situations before they result in an accident. We incentivised reporting of near misses throughout 2015/16 by aligning reports to our charity partnership. We offered to donate £1 in recognition of each near miss that was reported. Between 2015 and 2016 this yielded an increase of reporting by 91%.

We are committed to providing a working environment that encourages, promotes and supports all of our employees to adopt and maintain a healthy lifestyle. People are the heart of our business and we recognise that good mental and physical health is essential for our overall wellbeing. To support this we are active in our promotion of health and wellbeing initiatives which include various health benefits such as medical and accident insurance, gym membership, eye tests and a dedicated employee assistance programme. Our employee assistance programme is designed to help keep the balance of everyday life and the requirements of work and offers support mechanisms such as counselling, support and advice, childcare and other medical assistance.

Our annual safety week creates a focus on health and wellbeing. Partnering with charities such as Macmillan Cancer Support has also enabled us to raise awareness of health issues such as cancer and other critical illnesses.

WHAT ARE WE FOCUSING ON NEXT?

We will further develop Safety First & Foremost into our business and retain our RoSPA 'Presidents Award'.



SAFETY
First & Foremost

Health and safety is our **top priority**



Industry leading **Accident Frequency Rate** of 0.04



Every member of staff is a member of our Employee Assistance Programme

Lowest RIDDOR level in 30 years



Near miss reporting up by **91%**



Accident Incidence Rate **five times lower** than industry averages

Three of five divisions - RIDDOR free for two years

133% increase in safety training



“Our overall health and safety performance remains better than the industry average. However, this will not stop us from pursuing better results and further developing our Safety First & Foremost strategy across our business and supply chain.”

DARREN SHATTOCK, GROUP SHEQ STRATEGY & OPERATIONS DIRECTOR, NG BAILEY





CUSTOMERS

WHY ARE CUSTOMERS IMPORTANT?

Part of being a responsible business is supporting others to achieve their sustainability goals and aspirations. Working closely and engaging early with our customers enables us to develop sustainable solutions through our technical capability, innovation and expertise.

WHAT HAVE WE ACHIEVED SO FAR?

Working with principal contractor Willmott Dixon, we supported the completion of the UK's largest non-residential project built to the Passivhaus standard, at the University of Leicester. The Passivhaus focus is to dramatically reduce the requirement for space heating and cooling, whilst creating excellent indoor air quality and comfort levels. The project at the University of Leicester saw NG Bailey leading the M&E services for the new Centre for Medicine – a 12,836m² complex that provides teaching space, lecture theatres and research facilities for over 2,000 students, researchers and clinicians.

As a family owned business with over 90 years of heritage, we are proud of the work we deliver and aim to work in an ethical and environmentally positive manner. That is why we produced our Ethical Working Policy in 2011. Our policy is aligned with our company values - passion, integrity and excellence - and outlines the type of work we seek to do and the type of work we avoid and the reasoning behind this. It remains a core part of our internal 'Bid – No Bid' process which evaluates work winning opportunities and determines whether the work we are bidding for makes the UK a better place to live.

Working with our customers is a critical part of our business service, engaging in open and honest conversation and providing the necessary support and services required to meet their needs. Customer engagement is crucial to this success and we are committed to ensuring we continually improve our customer satisfaction survey score. This is just one means of measuring how we are doing as well as gaining the important feedback from our customers across all of our divisions – Engineering, Facilities Services, IT Services, Offsite Manufacture and Rail.

In the most recent customer survey, we were proud to achieve an overall customer satisfaction score of 7.6 (out of 10) and our Net Promoter Score, which is how likely our customers are to recommend us, rose from +18 to +25. Whilst we are delighted with these results we are constantly seeking ways to improve our service and relationships with our customers, never resting on our laurels.

WHAT ARE WE FOCUSING ON NEXT?

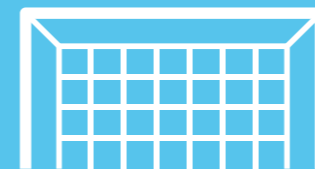
We will aim to improve our Net Promoter Score to 30 by the end of 2016.



Customer satisfaction score 7.6 (out of 10)



Ethical working policy - core to our bid process



Supporting customers to achieve their sustainability goals



Constantly **seeking sustainable** projects

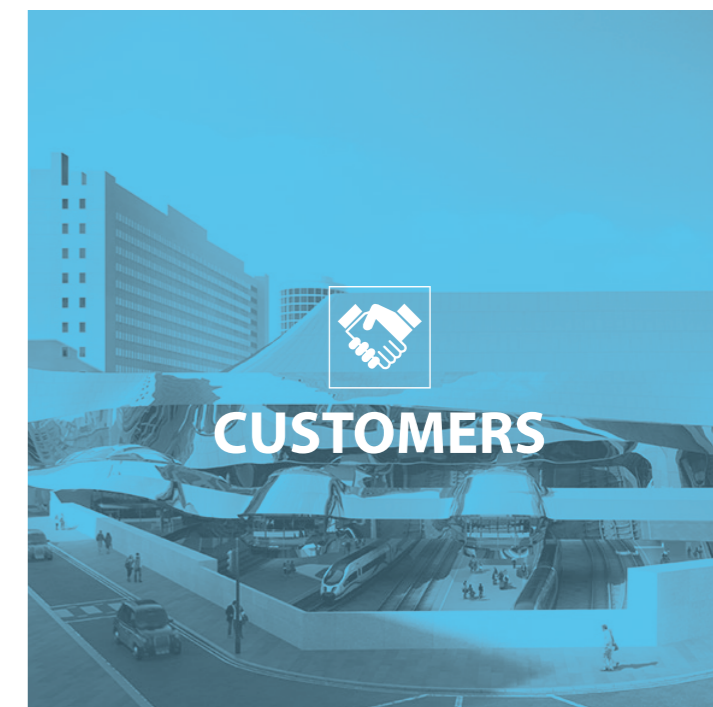


Net Promoter Score **+25**

Supported largest non-residential Passivhaus scheme in the UK

“By engaging early with our customers we can truly add value to their aspirations and deliver to their needs. Our offering is a true cradle to grave solution, allowing us to work with clients to deliver a bespoke solution. Listening to customers has allowed us to achieve an overall customer satisfaction score of 7.6 (out of 10).”

SEAN WICKENS, GROUP BUSINESS DEVELOPMENT DIRECTOR, NG BAILEY





ENVIRONMENT

WHY IS THE ENVIRONMENT IMPORTANT?

Through our in-house expertise we can cut carbon footprint and maximise use of materials and resources. We understand the challenges that issues such as climate change and resource depletion mean to us and our customers. Therefore we know the importance of striving for environmental sustainability within both our own operations and the services we deliver.

WHAT HAVE WE ACHIEVED SO FAR?

We have continued to deliver projects that are helping our customers to reduce their environmental footprint. We have a dedicated energy team which offers customers tailored energy solutions to optimise asset performance and operational efficiency. Our partnership approach and commercial innovation has ensured that typical barriers to energy reduction are removed, leading to an optimised, reliable and upgraded estate. We have worked with Land Securities to deliver a proof of concept energy performance study at six of their highest energy consuming properties, realising savings of 9% to date. We also work closely with our suppliers to ensure our shared CO₂ targets and energy saving goals are represented and supported across the overall project team.

From working on new build projects such as the Centre for Medicine - the UK's largest non-residential passivhaus - with Willmott Dixon and the University of Leicester, or reducing energy consumption for clients such as Land Securities, we have delivered CO₂ emission savings. In 2015/16 we have calculated this as 102,054 tCO₂ alone.

Since 2015 we have been working to eliminate waste to landfill with our waste contractors to support our zero waste to landfill goal. By March 2016 we achieved an 89% diverted from landfill rate up from 72% in 2013/14 and are now achieving 96% in those parts of the business under

our new contract with WCRS. To support this we are asking staff to use the new recycling stations in our offices and, during a refurbishment in our Aberdeen office, have recovered used office furniture that was due for disposal and provided it to various charities throughout the UK who have given it another lease of life - this also saved about £3,000 in disposal costs.

While we continue to minimise our own water consumption on our estate and have reduced it by 22% since the launch of One Approach, we are also exploiting wider opportunities to have a positive impact in our industry and beyond. Our design and development manager, Will Pitt, is represented on industry bodies which are investigating the potential for redefining best practice guidance regarding the sizing of water based systems. This could have a profound effect in reducing UK water consumption rates.

Finally, we have made progress in reducing our carbon footprint. In 2015 we completed refurbishments that included energy efficiency improvements at our offices in Aberdeen, Bristol, Manchester, and Leeds, we negotiated a new 'zero-carbon' group electricity contract with EDF, and we invested in 144kWp PV array at our Leeds office to add to systems already in place at Birmingham, Denton Hall and Bradford. We aim to minimise travel through our video and voice conferencing systems, use of our fleet telematics systems, and our programme of investment in lower carbon vehicle replacements. Overall we have cut our emissions per employee from 2.7tCO₂ to 2.5tCO₂, a reduction of 15% against our 2012 One Approach baseline.

WHAT ARE WE FOCUSING ON NEXT?

We aim to have saved customers more than 102,054 tCO₂, cut our own emissions to below 2.5tCO₂ per employee, and have increased our landfill diversion rate above 89%.



CO₂ emissions cut by **15%** per employee



Water usage cut by **22%**



Reducing energy bills for our customers and saving **102,054 tonnes of CO₂**



89% of waste diverted from landfill

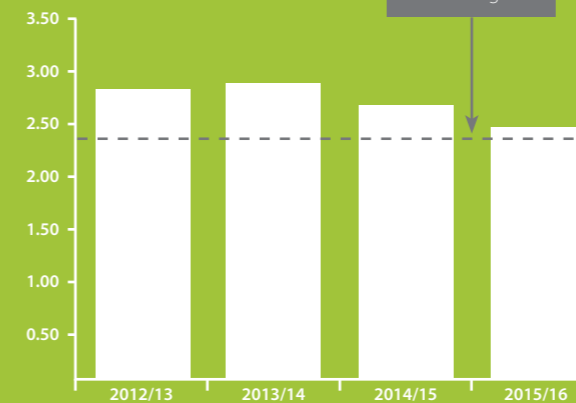


Generated over **245,000 kWh** of electricity from our onsite solar panels



Our vehicle carbon profile has reduced from **111g/CO₂/km** in 2012 to **103g/CO₂/km** in 2016

CO₂ EMISSIONS PER EMPLOYEE



More information about our carbon footprint can be found on our dedicated sustainability microsite (www.sustainability-ngbailey.com)





PEOPLE

WHY ARE PEOPLE IMPORTANT ?

Our people are at the heart of NG Bailey. Their skills, capabilities and commitment to excellence are what make us stand out as the partner of choice. Key to that is ensuring we realise the full potential of every individual, and make the most of their talent and skills.

WHAT HAVE WE ACHIEVED SO FAR?

With a £3m annual investment in our training and development programmes, we are committed to supporting and retaining our talent pool and actively engage in providing the best development in our industry.

In 2015/16 we were once again recognised as a 'one to watch' in the Sunday Times Best Companies to work for list and are working on reinstating our position with Building Magazines 'Good Employer' guide.

As part of our continuing development we run ILM accredited qualifications at levels 2, 3, and 5 – to support our peoples' development at supervisory, line manager, and senior manager level. Over the past year, 54 delegates successfully completed their ILM level 2 certificate in leadership and team skills, another 24 took part in the pilot of a new level 3 programme in leadership and management practice and 25 delegates embarked upon a level 5 diploma in leadership and management. We have launched a new learning and development portal as well as a new learning management system which is accessible to all employees via any IT device, giving them access to learning at a time convenient to them. We are also working with SummitSkills – the building services standards and awarding body – alongside other employers, to shape new apprenticeship qualifications and help develop the training needed for the future of our industry.

NG Bailey has been recruiting and developing apprentices since the

early 1930's. We receive 4,000 applications a year from school and college leavers looking to start a career with us. We are a member of 'The 5% Club' of companies whose workforce includes at least 5% in apprenticeships or graduate programmes.

Our apprenticeship programme was once again recognised by Business in The Community and reaccredited as part of its 'Inspiring Young Talent 2016' Awards.

In 2014 we achieved our One Approach commitment to attain Investors in Diversity (iD) status. We are proud to become one of only a handful of companies in the construction industry to have been successfully accredited. Our fairness, inclusion and respect strategic leadership group, chaired by our chief executive David Hurcomb, provides a strategic focus and clearly defined action plan containing milestones and measures to ensure we make continuous progress in this area. David is also part of the leadership group for the National Patrons Network, which supports the activities and services of the National Centre for Diversity. NG Bailey has signed up to Your Life, a three-year flagship campaign designed to ensure the UK has the maths and science skills it needs to thrive in a competitive global economy. The mission of Your Life is to push the presence of female employees from 13% to 30% by 2020. We have committed to deliver 12 women-only engineering taster days over the next five years which will be supported by female engineers from our business and offer young women a first-hand insight into the raft of different career opportunities that exist in the industry.

WHAT ARE WE FOCUSING ON NEXT?

We aim to improve our Best Companies 'one to watch' score in 2016, increase the number of female apprenticeship applicants by 5% year on year, and achieve Leaders In Diversity and Investors in People Gold by the end of 2016/17.



ILM accredited centre



Over **4,000 applications** each year to our **apprenticeship schemes**

£3m annual investment in training and development



Aiming for Investor in People **'Gold'**



Achieved **Investor in Diversity** status ahead of target



Member of the 5% club



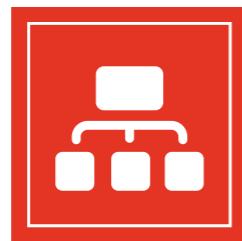
Doubled the number of **apprenticeship programmes** and **apprentice intake** since the launch of One Approach

“Our people form the backbone of NG Bailey. With a £3m annual investment in our training and development schemes, we support, encourage and engage with our people so that they can be the best. In 2015/16 we were once again recognised in the Sunday Times Best Companies to work for list.”

FRANK CLAYTON, HEAD OF GROUP LEARNING AND DEVELOPMENT, NG BAILEY



PEOPLE



SUPPLY CHAIN

WHY IS THE SUPPLY CHAIN IMPORTANT?

The construction industry is the UK's largest user of natural resources and produces more than one third of the UK's total annual waste. NG Bailey's supply chain has a key role to play in helping us reduce our share of this waste.

As a responsible business, we are committed to reducing the social, economic and environmental impacts of our operation. The majority of spend on any construction project is passed from the main contractor to sub-contractors and suppliers, which increases the importance of a collaborative approach to sustainable procurement across the entire supply chain.

WHAT HAVE WE ACHIEVED?

Building information modelling (BIM) has been key in our approach both to the design, build, operate and maintain process of a project and also in the procurement of materials. BIM will ultimately provide detailed information about every individual component of a building that can be used in software systems. However gathering this data and putting it into a standardised dataset is a big challenge for the industry and currently there are no globally adopted dataset standards that manufacturers, contractors, consultants or BIM content creators can adopt. This means that data about a product or object might not be compatible with the software that requires it. This reduces the potential for BIM to deliver sustainability benefits. To challenge this situation, over the past few months, in conjunction with CIBSE, NG Bailey has begun to develop an online database that resolves such issues.

As a business we rely heavily on the support of our supply chain. Our industry is reliant upon the use of natural resources. Working together with our supply chain we can ensure we are reducing the impact of waste through effective procurement, planning and delivery methods.

Supplier collaboration is key and to support this we have created a bespoke 'customer of choice' strategy to ensure that we are working with and aligning to a supply chain that is safe, fit for purpose and enables the sustainable delivery of our projects.

Our Responsible Procurement Charter outlines our sustainable supply chain focus that addresses opportunities such as ethical sourcing, cutting waste including packaging, and working collaboratively with suppliers to achieve our customer's sustainability goals.

The 2015 modern slavery act requires businesses to disclose the steps undertaken to ensure that slavery and human trafficking is not taking place in their business or supply chains. We already take a zero tolerance approach to this issue and will report in full on this in our next report.

Finally we have been progressing our work in implementing our sustainable procurement programme using the Flexible Framework. This is a self-assessment programme developed on behalf of the government by the Sustainable Procurement Task Force. In 2016 we integrated the Framework requirements into our new formal procurement strategy which is centred on the theme of being the customer of choice. We held a supplier conference at our head office and have invited key suppliers to become part of our responsible procurement group. This group oversees our work towards meeting flexible framework requirements and our supply chain partners will act as critical advisors. As part of this we have identified 33 actions we need to deliver to meet Flexible Framework Level 5 by 2018.

WHAT ARE WE FOCUSING ON NEXT?

We aim to achieve Level 3 of the Flexible Framework by 2016, and continue to build our BIM network and participate and influence the development of BIM industry guides and protocols.

Ethical sourcing through supply chain partners



Using **BIM** to eradicate waste



Customer of choice strategy launched June 2016

Identified **33 actions** we need to deliver to meet Flexible Framework Level 5 by 2018



New procurement and **supply chain hubs** to drive greater collaboration and innovation



Flexible Framework **Level 3** by end of 2016



An enhanced **collaborative** work-winning process with sustainability at its heart

"Ensuring alignment with a supply chain that can support and enable the growth of NG Bailey through the safe and sustainable delivery of our projects, is a strategic imperative for the group".

LEE MARKS, GROUP COMMERCIAL DIRECTOR, NG BAILEY



SUPPLY CHAIN



COMMUNITY

WHY IS THE COMMUNITY IMPORTANT?

The community is an important area of focus. NG Bailey employees frequently take an active role in the communities in which they live and work, supporting a wide range of charities and community projects. In addition we have a duty to be a good neighbour and minimise the impacts of our activities on those living and working near the projects we deliver. Finally we need to play our part in addressing the wider skills shortage in our industry which is well known, and we recognise that filling those skills gaps has to start in our schools.

WHAT HAVE WE ACHIEVED?

As a responsible business we encourage our people to support and take part in initiatives and charities that are close to their hearts and the communities they live and we operate in.

This year has seen us partner with Macmillan Cancer Support, the first ever charity partnership in NG Bailey. This particular charity has been close to many people in our business and has seen massive support across the group. We set ourselves an ambitious target of raising £50k for the charity over the course of 12 months – which would pay for a whole year of Macmillan nursing care. The total raised at the time of writing was £71k.

Working on major projects across the UK we are regularly in contact with the local community and are conscious of the potential impacts that can pose. Our projects always bring positive effects to an area such as job prospects, infrastructure improvements, and engagement with schools. To support this we have created a community impact plan to ensure any work undertaken has minimal risk and provides a positive outcome for those closest to the project. This plan is integrated into all

of our projects with regular checks by our SHEQ team to ensure effective implementation.

We have once again been recognised in the 2016 Responsible Business Awards, run by Business in the Community (BITC). Initially acknowledged in 2015, we have been recredited for our continued positive impact through our Inspire and apprenticeship programme.

Our Inspire programme sees us working with schools across the country to encourage careers in STEM subjects (Science, Technology, Engineering and Maths) to help address the skills shortage in this country.

To date we have engaged with 3,007 young people which is over half way towards our 2018 target. The evidence we have collated regarding the impact of the programme on students is also encouraging. Through Inspire, more than 70% of students said they are now more likely to consider studying STEM subjects in the future, and 50% said they would consider an apprenticeship following completion of their GCSEs. In addition our volunteer staff mentors report that they value the opportunity to engage with young people and that it contributes positively to their personal development.

WHAT ARE WE FOCUSING ON NEXT?

We will conclude our partnership with Macmillan Cancer Support in September 2016 and establish a new partnership for 2017. We will improve our Community Impact Plan inspection score, and we will have engaged 4,000 young people through our Inspire programme.



£71k raised for Macmillan Cancer Support

Give as you earn scheme well embedded

Inspire schools programme reached **3,007 students** across the UK



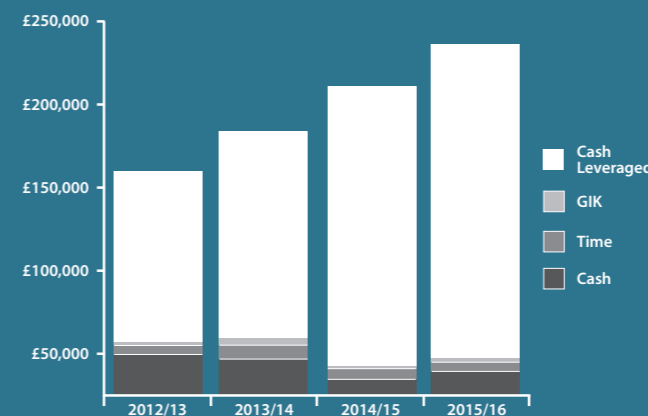
£10,000 donated to #lovelives to help support the **Building Lives programme**



BITC Responsible Business **Award 2016**

70% of students engaged through Inspire are more likely to consider STEM subjects in the future

OUR COMMUNITY INVESTMENT





More information about our community investment can be found on our dedicated sustainability microsite (www.sustainability-ngbailey.com)







COMMITMENT PROGRESS SUMMARY CHART

How are we doing? ■ Exceeding expectations ■ On track and hitting the milestones ■ Milestones missed but on revised plan ■ Behind target ■ No progress

AREA	COMMITMENT	PROGRESS	2015/16 HIGHLIGHT	OUR 2016/17 TARGET
 SAFETY	We will relentlessly pursue zero accidents by embedding 'Safety First & Foremost' in all that we do.		RIDDORS reduced by half since the start of One Approach, however there was a minor increase from five to six between 2015 and 2016.	Cut RIDDOR accidents and increase near miss reporting.
	We will develop a leading 'health and well-being' programme.		We provide access to an Employee Assistance Programme and online health portal to our 2,600 employees.	Deliver a successful health awareness week.
	We will be a leader in health & safety in our sector.		We won the RoSPA 'Presidents Award'.	Retain our RoSPA Presidents award.
 CUSTOMERS	We will continue to work to support our customers' sustainability goals.		Making a significant impact on customer sustainability goals including the Willmott Dixon and the University of Leicester's Centre for Medicine project – the UK's largest non-residential Passivhaus building.	We will continue to take our customers sustainability commitments seriously and compete to meet and exceed them.
	We will comply 100 per cent with our ethical working policy.		Applied the Ethical Working Policy to every project.	Continue to review and apply the Ethical Working Policy to every project.
	We will continually improving our customer satisfaction survey score.		Our Engineering division achieved a Harvard Business School Divised Net Promoter Score of over 50 - placing it in the same bracket as some of the worlds best customer service brands.	We aim to improve our Net Promoter Score to 30 by the end of 2016.

For further information or any questions contact sustainability@ngbailey.co.uk

AREA	COMMITMENT	PROGRESS	2015/16 HIGHLIGHT	OUR 2016/17 TARGET
 ENVIRONMENT	We will save our customers more CO ₂ emissions than the total emissions we emit.		Through our energy services alone we saved our customers 102,054 tCO ₂ e - over four times more CO ₂ than we emitted in 2015/16.	We aim to increase the CO ₂ savings delivered to our customers to 150,000 tCO ₂ e
	We will send zero waste to landfill and champion innovation in water use.		We have increased our landfill diversion rate from 72% in 2013/14 to 89%.	Increase our landfill diversion rate above 89%.
	We achieve a reduction in CO ₂ emissions per employee of 20% from a 2012 baseline.		We reduced our emissions per employee from 2.7 tCO ₂ e in 2015 to 2.5 in 2016 - and have achieved a 15% reduction since we launched One Approach.	We aim to reduce emissions per employee to below 2.5 tCO ₂ e/employee.
 PEOPLE	We will be recognised as one of the UK's best employers.		We were identified as 'one to watch' in the Sunday Times Best Companies to work for list, and increased our score on our previous submission.	We aim to further improve our 'Best Companies' score.
	We will be market leader in the provision of apprenticeships - extending our scheme to allow a wider and more advanced level of qualification.		We doubled the number of apprenticeship schemes we offer in the last year and doubled the number of apprentices since the launch of One Approach.	We aim to increase the number of female apprentices by 5% year on year.
	We will achieve Leaders in Diversity status by 2018.		We achieved our original One Approach commitment 'to achieve Investors in Diversity' four years early and established a new Fairness, Inclusion and Respect Strategic Leadership Group, chaired by our chief executive David Hurcomb.	We aim to achieve Leaders in Diversity by the end of 2016/17.
 SUPPLY CHAIN	We will use BIM and other new technologies, to eliminate waste when procuring materials.		We continue to invest in BIM and embedding technology into our approach towards waste elimination, including our award winning MyMaterials system.	We aim to participate and influence the development of BIM Industry guides and protocols, and support the growth of our network of trained BIM practitioners.
	Through collaboration we will deliver excellent sustainable solutions for our customers		We launched our bespoke procurement 'customer of choice' strategy and held a launch event with key strategic suppliers.	We will deliver our Customer of Choice strategy.
	We will achieve the Flexible Framework Level 5 standard.		We have realigned the Flexible Framework to our customer of choice strategy and established 33 actions necessary to achieve Flexible Framework Level 5 by 2018 - 45% of these are now complete.	We will achieve Level 3 of the Flexible Framework by the end of 2016.
 COMMUNITY	We will encourage our employees to support causes close to their hearts.		We continue to support our people through our charitable giving and Give As You Earn scheme. In 2015/16 we directly donated over £30,000 in cash as well as more than £6,000 in time and gifts in kind. This enabled our people and customers to then raise a further £270,000 towards community and charitable projects. We have raised over £70k for Macmillan Cancer Support, providing more than 1,851 nursing hours for those affected by cancer.	We will continue our partnership with Macmillan to September 2016 and announce a new partnership for 2017.
	Each of our projects will implement a community impact plan.		We reviewed our community impacts and implemented a new 'Community Impact Plan'. In 2015/16 SHEQ audit report scores for community impact plans were 89%.	We aim to increase our Community Impact audit score.
	By 2018, for every person we employ we will have helped another two young people to be more successful in their future careers.		We have engaged 3,007 young people through our Inspire programme.	We aim to have engaged over 4,000 young people through Inspire, and to have rolled out the programme nationally.



PASSION | INTEGRITY | EXCELLENCE

September 2016