

Summary of business metrics

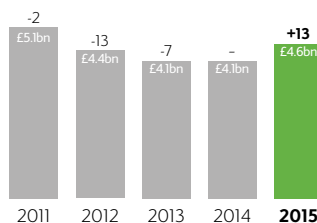
We monitor a broad range of financial and non-financial indicators to assess our performance. The data provided in this section sets out the key metrics we believe will assist our stakeholders in assessing our performance during 2015.

Revenue growth (%)

Definition

Percentage change in annual revenue (including share of Joint Ventures' revenue).

+13%

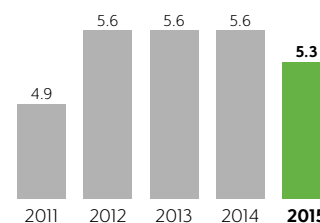


Underlying operating margin⁽¹⁾ (%)

Definition

Underlying operating profit (including share of Joint Ventures) as a percentage of revenue.

5.3%

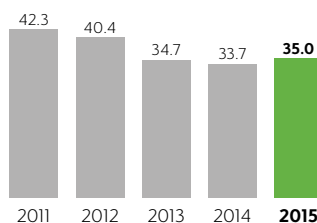


Underlying earnings per share⁽¹⁾ (p)

Definition

Underlying profit attributable to shareholders divided by the weighted average number of shares.

+4%

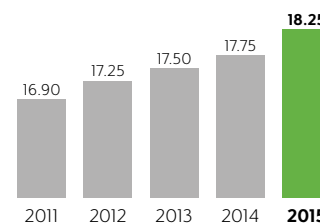


Dividend per share (p)

Definition

Total dividend per share declared (interim and final) in respect of the financial year.

+3%

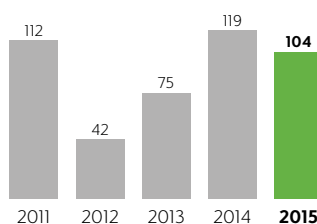


Underlying cash conversion (%)

Definition

Underlying cash inflow from operations divided by underlying profit from operations.

104%

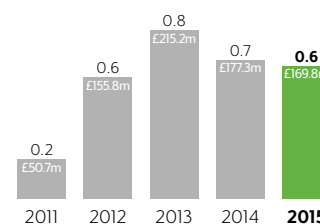


Net debt to EBITDA ratio

Definition

Net debt at the year end divided by Earnings before Interest, Tax, Depreciation and Amortisation.

0.6 times



(1) The underlying results are based on the definitions set out in the key financial highlights on page 1.

Work won and secured and probable orders (£bn)

Definition

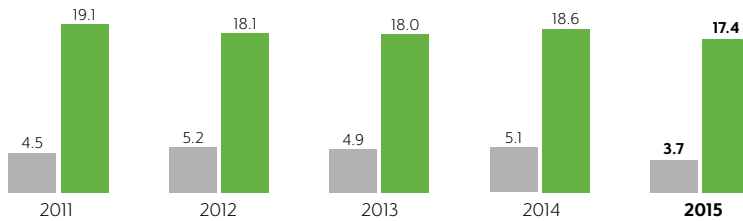
Work won in the year represents secured and probable orders awarded in the year. Secured and probable orders represents cumulative amount of work won but not yet executed.

£3.7bn

Work won in year

£17.4bn

Secured and probable orders



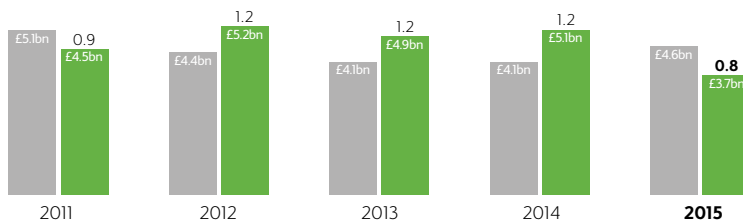
- Work won in year
- Secured and probable orders

Book to bill ratio

Definition

Amount of work won during the year as a proportion of the work executed and booked as revenue.

0.8 times



- Revenue
- Work won in year

High Risk Accident Frequency Rate

Definition

Total number of people injured as a result of high risk accidents per 200,000 hours worked for both employees and subcontractors combined.

0.048

2014: 0.047

Lost Time Incident Frequency Rate

Definition

Total number of incidents that result in one day or more (not including the day of the accident) off work per 200,000 hours worked for both employees and subcontractors combined.

0.188

2014: 0.241

Sustainability contribution to profit

Definition

Cost savings and revenue improvements generated by initiatives related to our sustainability strategy.

£33.8m

2014: £27.2m

Employee engagement score

Definition

The percentage of our employees who responded that they felt engaged with our business in our employee engagement survey.

68%

2014: 63%

Employee volunteering

Definition

Percentage of our employees involved in community and charitable volunteering activities.

18.7%

2014: 13.9%

Net Promoter Score (NPS)

Definition

An international standard for measuring customer satisfaction, NPS can range from -100 to +100.

+36

2014: +37