

Corporate social responsibility review

Key performance indicators

Environment		Direct company impact	Non-financial indicators	Target 2010/11	2007/08	2008/09
Global warming, CO₂ emissions A measure of our climate change impact	Meet our bi-annual UK Climate Change Levy targets by site as agreed with the Government		n/a			24,653T exceeded by 24,653 Tonnes
Power efficiency A measure of our use of resources	Increase of efficient use of electricity by 5% year on year		472KwH/T			483KwH/T
Waste to landfill and recycling A measure of our use of resources	Zero packaging growth 125kg/T of product by 2010/11 Zero waste to landfill 2014		155kg/T			150kg/T
Water use A measure of our future impact	Target 4.5M ³ per tonne of product produced by 2010/11		5.5M ³ /T			5.6M³/T
Workplace		Direct company impact	Non-financial indicators	Target 2010/11	2007/08	2008/09
H&S: lost time injury rate Lost time injury incidents expressed as a rate per 100,000 hours worked on a 12 month rolling average	Reduce to 0.54 cases per 100,000 over 3 days lost on a rolling 12 month basis Major injury days lost Total injury days lost		0.64 11 3,375			0.54 5 2,761
H&S: sickness absence rate Percentage of calendar days lost to sickness absence expressed as a rolling 12 months	Reduce absence rate to 4.0% by 2010/11		5.83%			4.65%
Training: NVQs and basic skills A measure of our investment in our employees	Deliver full national qualifications to 3,000 employees by 31 December 2010		n/a			548
Employee engagement index A measure of the success of our relationship with our employees	The Northern Foods Engagement Survey was launched in 2008/09 and targeted the top 350 leadership population. In 2009/10 it will be extended to 2,000 employees. The target is to deliver 45% satisfaction by 2009/10 as the survey will be expanded to include a larger population		n/a			48.3%
Marketplace		Direct company impact	Non-financial indicators	Target 2010/11	2007/08	2008/09
Ethical trading A measure of the application of Sedex labour standards within our supply chain	To achieve 100 of top 150 supplier membership of Sedex by 2010		Data not collected			44
Community		Direct company impact	Non-financial indicators	Target 2010/11	2007/08	2008/09
Phunky Foods A measure of our commitment to alter the obesity trend in primary schools	To increase the number of primary schools participating to 2,000 by 2010		282			565
Food science A measure of our commitment to fill an industry wide skills need	Number of undergraduates on food science courses sponsored by Northern Foods – 90		30			60



We enabled 548 employees to achieve national qualifications this year

Financial indicators	2007/08	2008/09	Indirect impacts
Total energy costs (gas and electricity for Group) including inflation	£15.0m	£24.0m	Positive impact from introduction of clear site targets and monthly reporting
Total energy cost per tonne of product including inflation	£45.08	£69.90	Negative impact on producing goods, excellent employee response to company focus in this area
Waste disposal	£3.3m	£3.3m	Deliver Courtauld commitment in the food sector Ensure the UK delivers its EU landfill targets Increase land available for other uses
Water & effluent costs	£6.1m	£4.3m	Reducing the impact on waste infrastructure in the UK
Financial indicators	2007/08	2008/09	Indirect impacts
Financial impact to the business of days lost through accidents	£1.6m	£1.2m	Improves the reputation of the sector enabling lower insurance costs and better recruitment
Cost to the business of absences	£12.4m	£10.0m	Increasing days at work reduces NHS costs and increases productivity Northern Foods' Well-being programme will enable our employees to be happy, healthy and here
Investment in training per 1,000 employees	£100,000	£93,000	Increases the level of skills within the UK population, increasing productivity and flexibility. A further £88,000 per 1,000 employees will be delivered from the Learning and Skills Council by August 2009
Recruitment costs for salaried employees	£1.4m	£0.9m	Employee engagement is a driver of customer satisfaction
Number of employees	10,767	9,890	Increasing automation will continue to impact on the number of people and skills required
Financial indicators	2007/08	2008/09	Indirect impacts
£ purchased from Sedex suppliers	Data not collected	£153.2m	Increased visibility across the supply chain leading to the ability to share best practice
Financial indicators	2007/08	2008/09	Indirect impacts
Investment in Phunky Foods	£100,000	£100,000	Education for families, ensuring NHS obesity related costs are decreased across the population
Financial investment in universities (augmented by additional Northern Foods resource as required)	£37,900	£63,900	Increase attractiveness of sector to graduates, making it easier to recruit the right talent



We rolled out our Well-being programme this year