

FINANCIAL KPIs

Each business segment within the Group is required to establish targets at the beginning of each financial year. This allows us to establish a broad range of financial indicators.

KPI		Performance	Future Aims												
Profit before tax Definition A profitability measure that takes looks at a company's revenue less all interest and operating expenses except for income tax.	<table border="1"> <tr><th>Year</th><th>Value</th></tr> <tr><td>2016</td><td>£39.5m</td></tr> <tr><td>2015</td><td>£32.4m</td></tr> <tr><td>2014</td><td>£28.3m</td></tr> <tr><td>2013</td><td>£18.4m</td></tr> <tr><td>2012</td><td>£13.4m</td></tr> </table>	Year	Value	2016	£39.5m	2015	£32.4m	2014	£28.3m	2013	£18.4m	2012	£13.4m	A 22% increase as higher levels of property development generated additional profits.	Objective To increase profit levels over time.
Year	Value														
2016	£39.5m														
2015	£32.4m														
2014	£28.3m														
2013	£18.4m														
2012	£13.4m														
Cash generation Definition Money available for reinvestment after all other costs of operating have been paid.	<table border="1"> <tr><th>Year</th><th>Value</th></tr> <tr><td>2016</td><td>£6.1</td></tr> <tr><td>2015</td><td>(£2.5)</td></tr> <tr><td>2014</td><td>(£0.3)</td></tr> <tr><td>2013</td><td>(£14.2)</td></tr> <tr><td>2012</td><td>(£19.6)</td></tr> </table>	Year	Value	2016	£6.1	2015	(£2.5)	2014	(£0.3)	2013	(£14.2)	2012	(£19.6)	We continue to reinvest retained earnings in the portfolio of land and property development assets.	Objective To monitor cash generated over time.
Year	Value														
2016	£6.1														
2015	(£2.5)														
2014	(£0.3)														
2013	(£14.2)														
2012	(£19.6)														
Dividends per ordinary share Definition A portion of company earnings paid to Shareholders.	<table border="1"> <tr><th>Year</th><th>Value</th></tr> <tr><td>2016</td><td>7.00p</td></tr> <tr><td>2015</td><td>6.10p</td></tr> <tr><td>2014</td><td>5.60p</td></tr> <tr><td>2013</td><td>5.10p</td></tr> <tr><td>2012</td><td>4.70p</td></tr> </table>	Year	Value	2016	7.00p	2015	6.10p	2014	5.60p	2013	5.10p	2012	4.70p	A 15% increase to 7.00p as we continue to move dividends to new record high levels.	Objective To generate growing shareholder returns over time.
Year	Value														
2016	7.00p														
2015	6.10p														
2014	5.60p														
2013	5.10p														
2012	4.70p														
Net assets Definition The value of company's assets less it's liabilities.	<table border="1"> <tr><th>Year</th><th>Value</th></tr> <tr><td>2016</td><td>£233.6m</td></tr> <tr><td>2015</td><td>£221.5m</td></tr> <tr><td>2014</td><td>£200.5m</td></tr> <tr><td>2013</td><td>£193.5m</td></tr> <tr><td>2012</td><td>£181.9m</td></tr> </table>	Year	Value	2016	£233.6m	2015	£221.5m	2014	£200.5m	2013	£193.5m	2012	£181.9m	A 5% increase to net assets achieved by retained earnings from higher profits offset by dividends paid and an increase in the pension scheme deficit.	Objective To grow the asset base over time.
Year	Value														
2016	£233.6m														
2015	£221.5m														
2014	£200.5m														
2013	£193.5m														
2012	£181.9m														
Earnings per ordinary share Definition The portion of company profits allocated to each outstanding share of common stock.	<table border="1"> <tr><th>Year</th><th>Value</th></tr> <tr><td>2016</td><td>21.5p</td></tr> <tr><td>2015</td><td>17.5p</td></tr> <tr><td>2014</td><td>16.2p</td></tr> <tr><td>2013</td><td>8.6p</td></tr> <tr><td>2012</td><td>7.0p</td></tr> </table>	Year	Value	2016	21.5p	2015	17.5p	2014	16.2p	2013	8.6p	2012	7.0p	A 23% increase due to higher retained profits helped by additional returns from property development.	Objective To increase returns over time.
Year	Value														
2016	21.5p														
2015	17.5p														
2014	16.2p														
2013	8.6p														
2012	7.0p														

Read about **Risks and Uncertainties** on pages 34 to 38

Read about **Our Strategy** on page 16


Read the **Financial Review** on pages 30 to 33

KPI		Performance	Future Aims												
NAV per share Definition The portion of company net assets allocated to each outstanding share of common stock.	<table border="1"> <tr><th>Year</th><th>Value</th></tr> <tr><td>16</td><td>177p</td></tr> <tr><td>15</td><td>168p</td></tr> <tr><td>14</td><td>152p</td></tr> <tr><td>13</td><td>148p</td></tr> <tr><td>12</td><td>139p</td></tr> </table>	Year	Value	16	177p	15	168p	14	152p	13	148p	12	139p	A 5% increase during the year, little change to share capital; therefore, benefits from the increase in retained earnings.	Objective To increase shareholder value over time.
Year	Value														
16	177p														
15	168p														
14	152p														
13	148p														
12	139p														
Shareholder return Definition The share price appreciation combined with dividends paid shown as an annualised percentage.	<table border="1"> <tr><th>Year</th><th>Value</th></tr> <tr><td>16</td><td>7%</td></tr> <tr><td>15</td><td>18%</td></tr> <tr><td>14</td><td>0%</td></tr> <tr><td>13</td><td>52%</td></tr> <tr><td>12</td><td>13%</td></tr> </table>	Year	Value	16	7%	15	18%	14	0%	13	52%	12	13%	Share price reduced 10.0% over the year, which coupled with the increase in dividends, gave rise to a return over the last three years of 9.4%.	Objective To generate growing shareholder returns over time.
Year	Value														
16	7%														
15	18%														
14	0%														
13	52%														
12	13%														
Gearing levels Definition The ratio of net debt to equity.	<table border="1"> <tr><th>Year</th><th>Value</th></tr> <tr><td>16</td><td>14%</td></tr> <tr><td>15</td><td>18%</td></tr> <tr><td>14</td><td>18%</td></tr> <tr><td>13</td><td>19%</td></tr> <tr><td>12</td><td>12%</td></tr> </table>	Year	Value	16	14%	15	18%	14	18%	13	19%	12	12%	Reduced following returns from property development. May increase during 2017 as we reinvest in land sites and property development.	Objective To monitor levels of cash required over time.
Year	Value														
16	14%														
15	18%														
14	18%														
13	19%														
12	12%														
Return on capital employed Definition The ratio of earnings before interest and tax to capital employed (total assets less current liabilities).	<table border="1"> <tr><th>Year</th><th>Value</th></tr> <tr><td>16</td><td>14.4%</td></tr> <tr><td>15</td><td>12.2%</td></tr> <tr><td>14</td><td>11.4%</td></tr> <tr><td>13</td><td>8.3%</td></tr> <tr><td>12</td><td>6.2%</td></tr> </table>	Year	Value	16	14.4%	15	12.2%	14	11.4%	13	8.3%	12	6.2%	We continue to achieve a healthy improvement in returns on utilised capital and will continue to monitor this area for improvement.	Objective To increase returns on capital employed over time.
Year	Value														
16	14.4%														
15	12.2%														
14	11.4%														
13	8.3%														
12	6.2%														
Pension scheme deficit Definition A scheme's liabilities outweighing assets; additional money required to pay all pension benefits.	<table border="1"> <tr><th>Year</th><th>Value</th></tr> <tr><td>16</td><td>£26.4m</td></tr> <tr><td>15</td><td>£19.6m</td></tr> <tr><td>14</td><td>£28.2m</td></tr> <tr><td>13</td><td>£20.1m</td></tr> <tr><td>12</td><td>£30.5m</td></tr> </table>	Year	Value	16	£26.4m	15	£19.6m	14	£28.2m	13	£20.1m	12	£30.5m	A 35% increase in the deficit due to a further fall in the discount rate applied to future liabilities, despite Company contributions and an excellent performance from the scheme's assets.	Objective To reduce the pension scheme deficit over time.
Year	Value														
16	£26.4m														
15	£19.6m														
14	£28.2m														
13	£20.1m														
12	£30.5m														

NON-FINANCIAL KPIs

We have identified a number of key performance indicators (KPIs) against which we measure our corporate responsibility. These are monitored during the year and action taken as necessary.

KPI	Performance	Future Aims
<p>Accident frequency rate (AFR) – employees</p> <p>Definition Incidents reportable to the Health & Safety Executive.</p>	<p>Another successful year of zero reportable incidents affecting our directly employed staff.</p>	<p>Objective To ensure a reducing number of reportable health and safety incidents.</p> <p>Target Zero incidents and to exceed industry standards.</p>
<p>Accident frequency rate (AFR) – including subcontractors</p> <p>Definition Incidents reportable to the Health & Safety Executive.</p>	<p>Our ongoing education of our subcontractors and partners, and the closer monitoring of their working practices continues. This year was below our high standards but equivalent to competitors and industry standards.</p>	<p>Objective To ensure a reducing number of reportable health and safety incidents.</p> <p>Target Zero incidents and to exceed industry standards.</p>
<p>Personal development (days)</p> <p>Definition Development days provided by the Group.</p>	<p>A slight decrease in the number of development days, reflective of structural change within resources. New policies now in place for learning and development.</p>	<p>Objective To ensure that our employees are trained to the appropriate level and are given adequate opportunity to develop their careers.</p> <p>Target To exceed 2016 figure.</p>
<p>Reportable accidents</p> <p>Definition Incidents reportable to the Health & Safety Executive.</p>	<p>It is an ongoing priority and focus of the Group to commit to ensuring health and safety is paramount. 2016 saw an increase in reportable incidents.</p>	<p>Objective To ensure a reducing number of reportable health and safety incidents.</p> <p>Target Zero incidents and to exceed industry standards.</p>

KPI		Performance	Future Aims		
Employee profile Definition The gender balance percentage between all our employees.	16	342	111	We have a gender split of 75% male to 25% female. This has altered during 2016 as we work closely with partners to encourage under-represented groups into the industry.	Objective To ensure a diverse spread of gender within all job roles in the Group. Target All individuals should be treated fairly and have access to equal opportunities.
	15	328	106		
	14	348	111		
	13	347	103		
	12	338	100		
	Employee figures as at 31 December 2016				
					
BITC Environmental Index (%) Definition Measuring environmental management and performance.	16	94		Due to a realignment in the scoring process two years ago, we are now classed as Gold status. This has been maintained for three years now.	Objective To be acknowledged by a recognised body as being a leader in environmental management. Target Regain Platinum status.
	15	94			
	14	94			
	13	97			
	12	95			
Considerate Constructor Scheme Definition Promote and achieve best practice under the Code of Considerate Practice.	16	38.3		A slightly improved score again in 2016. Improvement has been made for six years in a row in the five scoring categories.	Objective To be classified as a 'good neighbour' when scored against the Considerate Constructor Scheme score of 50. Target Top score of 50.
	15	37.4			
	14	37.1			
	13	36.1			
	12	34.7			
Recycling – diverted from landfill (%) Definition To minimise the environmental impact from our business operations.	16	95		We have continued to achieve a minimum recycling rate of 95%.	Objective To reduce the amount of waste going to landfill by recycling, reusing or upcycling. Target To achieve a minimum recycling rate of 95%.
	15	95			
	14	94			
	13	94			
	12	93			

 Read about our **Corporate Responsibility** on pages 39 to 45