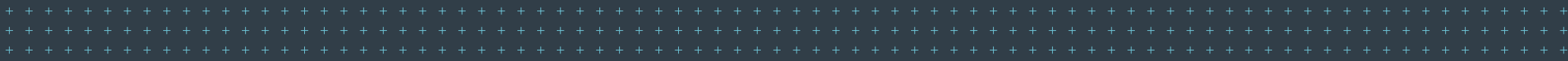


Responsible Business Approach



Bringing the WONDER OF MODULAR to the world

Our Responsible Business Approach is about growing the business in a way that is good for society.

The focus for all our activity is to create a positive social impact. We are not just seeking to be compliant but going beyond the expected to benefit people and the environment.

Our approach for a Responsible Business has three key themes;

Our Customers and Partners

Our People and Communities

Our Environment

These themes support the Portakabin business strategy. They are a fundamental part of our strategic objectives, the way we work day-to-day, the risks and opportunities we face.



Our Customers and Partners

Our vision is for an excellent customer experience. We will do this by working with integrity, in partnership with our responsible supply chain, setting high standards and engaging with stakeholders.

Focus Areas	The challenges we face	What we want to achieve	Our 2021 Target	Target Update for 2019
Customer Experience	High customer satisfaction for long term business growth.	Optimum customer satisfaction, measured through; <ul style="list-style-type: none"> Customer Satisfaction Index (CSI). Net Promoter Score (NPS). On time to budget performance. 	> 90%	On course to meet target. Pan European approach to CSI launched, results will be available in 2019.
Responsible Supply Chain	Safeguarding our business by ensuring Supply Chain partners meet acceptable standards of performance and behaviour.	A transparent and ethical supply chain, by; <ul style="list-style-type: none"> Further enhancing our supplier vetting process. Engaging with partners who respect human rights, treat people fairly, legally and with respect and dignity. 	Continued zero slavery rules. 100% preferred suppliers vetted.	Working with a New Supplier Code of conduct for all suppliers which includes Anti-bribery & corruption and Anti-slavery. Target revised to 100% of preferred suppliers vetted.
Governance	Securing the longevity of the business.	Suitable governance through accountability, transparency and probity. Ongoing identification of opportunities to protect the business, including increased efficiency and market share growth.	Robust, proportionate, dynamic and effective Enterprise Risk Management framework across the business, including for management of legal and compliance risks.	On course to meet target with progress being made to embed improvements to the management of risk within the business.
Stakeholder Engagement	The business plays an important role in the local community and wider world. Stakeholder views are important in forming our strategic direction.	Engagement with our stakeholders to understand their needs, to help define the shape and content of our strategy.	A Stakeholder Committee providing a regular, effective communication channel. At least annual engagement with other stakeholder groups to establish their needs and how we are meeting them.	Target to be re-evaluated in 2019, action plan will be formulated in line with business needs.
Quality	Ensuring that everything we do and provide is of the highest quality.	Drive continual improvement by: <ul style="list-style-type: none"> Using data to assess and reduce non-conformities and quality costs. Engaging teams in projects and innovations. Shape decisions on capital investments. 	66% reduction in the cost of quality across all areas based on 2015 benchmark.	The 66% reduction in the cost of poor quality is now the lead KPI for an EPMO strategic project - we are currently on target.

Our People and Communities

Our vision is to always create positive social impact. We aim to be the employer of choice and a great place to work, in line with our values. We will support communities by providing jobs, interacting with schools, supporting local wellbeing and contributing to charities and voluntary organisations.

Focus Areas	The challenges we face	What we want to achieve	Our 2021 Target	Target Update for 2019
Safety, Health and Wellbeing	We work in a sector with the highest number of workplace accidents.	Zero harm, through; <ul style="list-style-type: none"> High safety standards using our 'A Safe Day Every Day' initiative. Becoming a leading organisation, demonstrating leadership commitment and behaviours. Integrating health and wellbeing in our daily activities. 	ZERO Accident Frequency Rate (AFR). Increase mental wellbeing and physical health across the business based on the 2018 benchmark.	Increased activities taking place focusing on H&WB. On course to meet target.
Learning and Development	Performance improvement and professional development.	Ongoing learning and development opportunities, via; <ul style="list-style-type: none"> A curriculum that meets the needs of the business. Leadership and management programmes. Coaching and mentoring, to share skills and experience. Career progression for apprentices and graduates. 	100% of employees to have a L&D plan.	On course to meet target.
Employee Engagement and Retention	Employee motivation and engagement to meet our growth plans.	To identify, recruit, retain and develop talent across the business, by; <ul style="list-style-type: none"> Providing benefits that motivate the right people. Ensuring everyone is paid fairly, valued and given a voice. 	External recognition of Portakabin as employer of choice and a great place to work. Improvement in 4 key engagement questions.	The latest employee engagement survey took place in January 2019, findings will be communicated across the business.
Community and Society	Consistently delivering positive social value across Europe.	A variety of community projects including; <ul style="list-style-type: none"> Targeting local employment and supporting local supply chains on projects. Engaging and inspiring young people. Donating time through our employee-supported volunteering programme. Supporting charities and acting considerately in our communities. 	Increase social value based on 2015 benchmark.	After announcing The Prince's Trust as the Portakabin Corporate charity across the UK we will be looking to our partners in our european businesses to further support the communities we operate in.

Our Environment

Our vision is to grow the business in a sustainable way that is not harmful to the environment. We will do this by reducing waste output and resource usage, increasing the use of renewable energy, and ensuring intelligent, sustainable product design.

Focus Areas	The challenges we face	What we want to achieve	Our 2021 Target	Target Update for 2019
Waste	Creation of waste in the manufacturing process.	Reduction of waste via; <ul style="list-style-type: none"> • ZERO Waste to Landfill at manufacture. • New technologies and best practice innovations for waste management improvement. • Sustainable design for less waste at source. 	Maintain ZERO Waste to Landfill at York manufacturing facility. 90% waste to be recycled in the manufacturing process.	Achieve ZERO Waste to Landfill at York manufacturing facility - on course to meet target. 90% waste to be recycled in the manufacturing process - improved to 87% for 2018 on course to meet target.
Energy	Potential for greater energy consumption due to growth plans.	Proportional decrease in electricity, gas and diesel consumption across all operations by; <ul style="list-style-type: none"> • Assessing current usage and creating an affordable investment plan including solar panels, LED lighting, etc. subject to governance. 	Across all UK operations 100% of energy sourced from green energy. Capture & evaluate energy usage across all our sites.	Working towards target energy usage captured and maintained across all sites.
Sustainable Design	Maximising product performance.	A design approach that considers and minimises product lifecycle environmental impacts via a circular economy model (take, make, re-use) rather than the traditional linear economy model (take, make, dispose). Design a high quality modular product that optimises energy performance through a fabric first approach.	Introduce IMPACT (Integrated Material Profile and Costing Tool) assessments to evaluate lifecycle performance on all projects over £1M. Develop and introduce a product that can achieve Passivhaus certification.	The team are currently developing a prototype design for a client who has a doctor's surgery, which needs to be Passivhaus certified. It is hoped that the project will commence on site during 2019.
Environmental Incidents	Zero harm to all people and places in which we operate.	To avoid environmental harm or nuisance complaints through careful planning, safe operations and communication with interested parties.	ZERO Incidents.	We currently have no environmental incidents reported to date and are on course to meet our target.