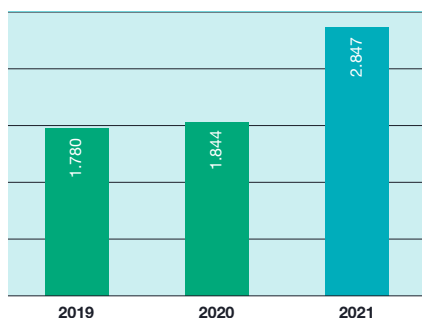


Safety – Fatalities and Weighted injuries

2.847

2020: 1.844



KPI definition

The Fatalities and Weighted Injuries (FWI) Index weights injuries by severity to give an overall standard-based score. The definition has been amended in the year to exclude non-responsible minor injuries, with prior year numbers restated to give a like-for-like comparison.

Relevance to strategy

Safety is of paramount importance to a public transport operator and being the 'safest' is one of the five Evolve outcomes.

Safety is at the heart of our values and is our priority for both our customers and our employees.

High safety standards also help to drive sustainable growth through customer loyalty and new business wins.

Performance

- In 2021 we saw an increase in the score to 2.847.
- This score compares with the best ever score recorded in 2019 and remains significantly better than historical scores as the third lowest score.
- Our UK Bus, Spanish and North American operations all delivered improvements in their scores vs. 2020, with North America delivering its lowest ever score for the third year running, with a 64% improvement year on year.
- On a per million miles basis, the score of 0.005 represents a 90% improvement since we first introduced our Driving Out Harm programme in 2011.

Remuneration linkage

FWI per million miles is an input into the Executive Directors' and senior managers' annual bonus structure.