GENERAL KPIs				Colour Criteria
Leading Indicator	Measurement	Target	KPI Basis	Colour Criteria
Action closure from PJC minutes of meetings	Number outstanding for more than one meeting period	Less than or equal to 2 for the period.	Monthly	Greater or Equal than 5 - Red Greater than 2 and less than 4 - Amber Less than or equal to 2 - Green
Occurrence of non-compliant events	Number of non-compliant events per meeting period	Less than or equal to 2 for the period	Monthly	Greater or Equal than 5 - Red Greater than 2 and less than 4 - Amber Less than or equal to 2 - Green
IR related unplanned lost days	Number of man-day stoppages per meeting period	Rolling period average of less than or equal to 40	Monthly	Greater than 60 - Red Greater than 40 and less than 60 - Amber Less than or equal to 40 - Green
IR related complaints	Number per period	Rolling period average of less than or equal to 4	Monthly	Greater than 7 - Red Greater than 5 and lass than 6 - Amber Less than or equal to 4 - Green
Communication	Positive agreement, in retrospect, by PJC to the monthly communication strategy.	Rolling average of more than or equal to 80%	Monthly	Equal to or greater than 0.80 - Green Equal to or greater than 0.80 and less than or equal to 0.79 - Amber Less than 0.80 - Red
WORKFORCE ENGAGEMENT You said we did	Number of events per month per 100 workforce	More than or equal to 5	Monthly	1 - Done - Green 2 - Not Done - Red
Resilience	Represented by longevity/hegretted leavers i.e. how many people in period have left the project unclained.		Quarterly	Greater than 0.1 - Red Greater than 0.051 and less than 0.1 - Amber Less than or equal to 0.050 - Green
CONTRACT MANAGEMENT		Unplanned leavers of less than or equal to 5% per quarter	Quarteny	
Did we as a business attend each Early Warning meeting?	Early Warning meetings	100%	Morthly	Equal to 1 - Green Equal to 0 greater than 0.70 and less than or equal to 0.99 - Amber Less than or equal to 0.69 - Red
% of CEMAR communications requiring a response within a prescribed time period are so responded to	CEMAR communications	100%	Monthly	Equal to 1 - Green Equal to 0 - Green Equal to or greater than 0.70 and less than or equal to 0.99 - Amber Less than or equal to 0.69 - Red
	Variation requests	100%	Monthly	Equal to 1 - Green Equal to 0 greater than 0.70 and less than or equal to 0.99 - Amber Less than or equal to 0.69 - Red
Forecasting accuracy of milestone payment dates	Adherence to PMB milestone payment dates	90%	Monthly	Equal to or greater than 0.90 - Green Equal to or greater than 0.70 and less than or equal to 0.89 - Amber Less than or equal to 0.69 - Red
CEMAR General Communications	Responding within contractual pariod on CEMAR General Communications	95% on time response.	Monthly	Equal to or greater than 0.95 - Green Equal to or greater than 0,70 and less than or equal to 0.94 - Amber Less than or equal to 0.69 - Red
QUALITY ASSURANCE	Number of NCRs per 100 workforce	Less than or equal to 5 per month	Monthly	Equal to or greater than 10 - Red Equal to or greater than 6 and less than or equal to 9 - Amber Less than or equal to 5 - Green
NDTs	% of Site NDTs test passed	Performed NDTs more than 98%	Monthly	Equal to or greater than 0.38 - Green Equal to or greater than 0.70 and less than or equal to 0.97 - Amber Less than or equal to 0.69 - Red
Site Inspection and Tests	% for Site Inspection and Tests passed	Performed Inspections and tests more than 98% accepted	Monthly	Equal to or greater than 0.38 - Green Equal to or greater than 0.70 and less than or equal to 0.97 - Amber Less than or equal to 0.69 - Red
Authority NCRs	Authority NCRs: Number of NCRs opened by the NLWA	Less than or equal to 5 opened per month (excluded the NCRs raised by the Contractor)	Monthly	Free Equal to or greater than 10 - Red Equal to or greater than 6 and less than or equal to 9 - Amber Less than or equal to 5 - Green
WORKFORCE PLANNING			monthy	
Access Control Operation	Number of downtime days per quarter	Rolling average of less than or equal to 2	Quarterly	Equal to or greater than 5 - Red Equal to or greater than 3 and less than or equal to 4 - Amber Less than or equal to 2 - Green
Workforce Availability	Monthly review of project labour requirement and skills plan.	1	Monthly	1 - Done - Gireen 2 - Not Done - Red
Subcontractor workforce plan	Weekly subcontractor work force and skills plan review for each subcontractor	4 per month	Monthly	Equal to or greater than 4 - Green Equal to or greater than 2 and less than or equal to 3 - Amber Less than 1 - Red
WORKFORCE SUPERVISION				Equal to or greater than 8 - Green
Point Of Work Risk Assessments Number of daily site wide co-ordination meetings attended by craftsman	Number of POWRAs delivered by craftsman supervision per week	8 per month	Monthly	Equal to or greater than 5 and less than or equal to 7 - Amber Equal to or less than 4 - Red Equal to or greater than 22 - Green
supervision per week	Site wide co-otdination meetings	22 per month (business days)	Monthly	Equal to or greater than 18 and less than or equal to 21 - Amber Equal to or less than 17 - Red
Training attendance and percentage of individuals inducted and trained in collaboration each month	Training Attendance	100%	Monthly	1 - Done - Green 2 - Not Done - Red
Training attendance and percentage of individuals inducted	Training Attendiance Collaboration Surveys	100%. We need to know what the survey tells us and what did we do about 1.	Monthly Monthly	
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Local Business Spend	How much of the Contractors supply chain spend is directed towards local businesses.	E16.5m of supply chain spend directed towards local businesses	Quarterly	Equal to or greater than 1.1M - Green Equal to or greater than 1M and less than or equal to1.09M - Amber Less than or equal to 0.9M - Red
Local Employment	how many local people are employed on the contract (including supply chain, FTE)	28 per quarter	Quarterly	1 - Done - Green 2 - Not Done - Red
Schools Programme	How many hours of Contractor employee time is delivered to selected local schools as part of the schools programme.	Rolling average of 48 per quarter	Quarterly	Equal to or greater than 48 - Green Equal to or greater than 40 and less than or equal 47 - Amber Less than or equal to 39 - Red
	How many site visits the Contractor delivers for selected local schools as part of the schools programme.	Rolling average of 5 per quarter	Quarterly	Equal to or greater than 5 - Green Equal to or greater than 4 and less than or equal 4.99 - Amber Less than or equal to 3.99 - Red
Community Projects	How many volunteering hours the Contractor delivers to support local community projects.	Rolling average of 652 per quarter	Quarterly	Equal to or greater than 650 - Green Equal to or greater than 550 and less than or equal 649 - Amber Less than or equal to 549 - Red
	How many donations or in-kind contributions the Contractor delivers to support local community projects	Rolling average of £12.5k per quarter	Quarterly	Equal to or greater than £12.5k - Green Equal to or greater than £11k and less than or equal £12.45k - Amber Less than or equal to £10.9k - Red
	How many hours of Equality, Diversity and Inclusion training is undertaken by Contractor and Sub-Contractor staft.	Rolling average of 82 per quarter	Quarterly	Equal to or greater than 82 - Green Equal to or greater than 75 and less than or equal 81 - Amber Less than or equal to 74 - Red

HEALTH, SAFETY AND WELLBEING KPIS

Leading Indicator	Leading Indicator	Measurement	Target	Colour Criteria
Occupation Health Checks conducted in period	Number of checks made	Occupational health check is one made for the purpose of comply with ACCIONA reugirement on "Fit to Work" or other demonstrastion "Safety Criticial Medicals"	100% during any routine inspection or audit	Equal to or greater than 1 - Green Equal or greater than 0.9 and less than or equal to
Mental Health Training delivered	Number of hours training delivered	Relates to any topic on the subject of improving mental health. Can include formal and informal training. Hours calculated is per person (i.e 10people for 2 hours = 20hours recorded	>0.5% of toal manpower hours for period	Equal to or greater than 0.5 - Green Equal to or greater 0.3 than and less than or equal to
Health related promotion	Promotion delivered for the purpose of increasing awareness or changing behaviour.	Can be delivered TBT, training, postivie recognition, poster campaign, give aways, but must be supported by evidence of delivery.	1 per month	Equal to or greater than 1 - Green 0 - Not Done - Red
Toolbox talks conducted	Number of toolbox talks conducted	A fromal deliviered toolbox talk on a specific safety, health or wellbeing topic, where all attendees sign	1 per week per contractor	Equal to or greater than 4 - Green Less than 4 - Red
Health and Safety and welbeing training conducted	Number of hours training delivered	Can include formal and informal training. Hours calculated is per person (i.e 10people for 2 hours = 20hours recorded). Also include mental health training and TBT.	>1% of total manpoweer hours for period	Equal to or greater than 1 - Green Equal to or greater than 0.7 and less than or equal to
Daily "safe start" or similar conducted	Number of daily briefing conducted	Recorded attendace at a morning briefing where health, safety, coordination, interfaces are discussed. Includes daily coordination meeting	1 per day worked by contractor	Equal to or greater than 20 - Green Less than or equal to 19 - Red
Method statement / risk assessment spot checks conducted	Number of MS/RA spot checks conducted	Recorded inspection of MS/RA compliance, checklist of items inspected and where necessary actions and rectification conducted	1 per week per contractor	Equal to or greater than 4 - Green Less than 4 - Red
Workplace inspections conducted	Formal recorded inspection of the site works areas, where a report is produced	Must include minimum Contractor Site Manager inspection, cannot include MS/RA Hot work/Confined space inspection.	1 per week per contractor	Equal to or greater than 1 - Green 0 - Not Done - Red
Action closed during period	Total number of actions closed as percentage of actions raised in inspections or observations made	Contractor action register for inspections total items closed during period/total action raised x100	>90% for period	Equal to or greater than 0.9 - Green Equal to or greater than 0.7 and less than or equal to
Best practice/lessons learnt submitted	Best practice or a lessons learnt submitted by the subcontractor to ACCIONA	Shall be a single page submission of best practice or lesson learnt from incidents or other identified issue	1 per contractor per quarter	Equal to or greater than 1 - Green 0 - Not Done - Red
Observations submitted	Number of observations submitted	Total number of observations submitted by individuals in the period, not including items on formal inspections.	>1 per person per quarter average	Equal to or greater than 1 - Green Equal to or greater than 0.7 and less than or equal to
Observation close out	Total number of actions closed as a percentage of observations made	Observation closed and recorded action taken.	>90% for period	Equal to or greater than 0.9 - Green Equal to or greater than 0.7 and less than or equal to
First Aid		First aid is reproted and given including ACCIONA and sub- contractors	Number of reports per month per 100 workforce	Equal to 0 - Green Equal to or greater than 0.1
Near misses	Number of near misses reported	Any issues that has the potential to cause harm or injuryincluding ACCION	Number of near misses per month per 100	Equal to 0 - Green Equal to or greater than 0.1 and less than 2 - Amber
Incidents	Number of incidants reported	Any issue resulted in injury or work stoppage or damages.	Number of incidents reported per month p	Equal to 0 - Green Equal to or greater than 1 - Rod

ENVIRONMENTAL & SUSTAINABILITY KPIs Leading Indicator Measurement Target C						
Environmental observations	Count of observations as "environmental" in		More than 2 per month average across 12 months	E q v		
Environmental Training	Environmental Toolbox Talks as a dedicated topic	The number of environmental related TBT delivered in period to a group under the company control, includs Project LEADER.	>2 av per month across 12 months. Reported monthly. A single topic counts 1.	q v		

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Contaminated Land	At least one person contaminated land experience	Career experience/education relevant to contaminated land.	One person completed (consider by company)	Eq ual to
Contractor Environmental Training	Number of hours Environmental Team training completed in month	Environmental training (not including TBT) averaged across 12months or contract period (whichever is the shorter)	>0.5 hours per person per month	e q
Monthly Operational Control inspection conducted	Operational control completed and submitted to Head Office	ACCIONA Operational Control inspection conducted	1 per month	Eq ual
Monthly operational control inspection score	Score from completed Operational Control	ACCIONA Operational Control inspection complete with score and checked	>90% average across year	E q
Weekly environmental inspection score	Environmental inspection score, completed and submitted	Weekly environmental inspection completed and scored. Conducted by ACCIONA Env Lead and ACCIONA Supervisor or manager	>80%	e q
Contractor weekly environmental inspection completed	Sub-contractor environmental inspection - count	Each subcontractor completes an environmental inspection, can be combined but must have documented evidence of environmental aspects inspected.	1 per contractor per month	Eq ual
Considerate constructor scheme	CCS Score	The considerate constructor scheme audit score from the Auditor with a returned score above 40.	>40 for each audit.	Eq ual
BREEAM Score/ progress reported each month	BREEAM Tracker updated score	Score based on criteria set on the BREEAM tracker.	Score increased compared to last period	1 - D
Identify best practice	Number of best practice submitted to ACCIONA/by ACCIONA	2 best practice submissions made per quarter to the sustainability & environmental working group	2 per quarter	E q
%timber from recycled or sustainable sources	Check on sustainable timber	All timber arriving at site has evidence of sustainable procurement or recylced timber	100% on check	Eq
%recycled material within permanent material supplied or used		Recycled content based on verifiable data or markert norms.	10% of overall weight/volume of materials comes from recycled materials	D o n
%embodied carbon reduction against baseline	Update from carbon model quarterly report.	Carbon reduction of project demonstrated in monthly report over the ISDS baseliner carbon model.	10% tartet reported monthly as traffic light.	1 · D
Avoiding single car occupancy journeys to site (excluding deliveries)	Count of single car occupancy journeys	Percentacege of sustainable alternatives against single car journeys.	>80% maintained	E q
CO2 emissions reduction over single car occupancy journeys	Measurement of CO2 for vehicle/mode used	Measure the carbon intensity of sustainable commuting vs. fossil fuelled car journeys.	85% against fossil fuelled car journeys	e q
Reduction of generator use on the project	Calcuation of hours generator (greater than 37kW) used.	A generator set used must calcuate the hours used.	Project average less than 146 hours per month	< 1 4
%non-hazardous construction waste diversion from landfill	Waste reports monthly from waste contractor	Monthly waste export data demosntrates that waste is diverted from landfill. Calculation based on total waste removed from site	>95%	q
% improvement over baseline of total waste quantity	Total waste quantity removed from site	Excludes soil. Quantity of waste in kg or tonnes removed from site as percentage of average/baseline quantity for construction site	>15%	q
%usage of metered water over baseline	Calculated water meter readings of welfare water usage	Baseline to be set based on average person use of water per day.	<85%	e q u
Grid electricity supply from renewable sources	Power measurement from meter readings	Metered supply from sources that used by ACCIONA.	100%	1 - D
%reduction of fuel use over baseline	Fuel purchase each month, total by fuel type	Using fuel baseline and suitable project multiplier	>20%	E q
Lagging Indicator				<u> </u>
Level 1 incident - significant	Total number reported within ACCIONA reporting system.	Environmental incidents which are not under control and' or have caused catastrophic harm or damage to the environment. High likelihood of regulatory action including receipt of a statutory notice or other intervention by enforcing authority. High reputational risk or failure to comply with consent/versing without consent.	0	0 - N o n e -
Level 2 incident - minor	Total number reported within ACCIONA reporting system.	Environmental incidents that have or may cause minor harm or damage and/ or near misses with significant potential of harm or damage	<2 per month average	0 - N
Level 3 incident - near miss	Total number reported within ACCIONA reporting system.	An event, prevented from occurring through effective implementation of arrangements described in the Contractor's plans (low level near miss)	<2 per month average	0 · N
Environmental related complaints	Total number reported within ACCIONA reporting system.	Any complaint that is given a tag of environmental related, whether or not "proven", the complaint may come from any source.	0	0 · N o
Breach of environmental consent, condition, permit or licence	Total number reported within ACCIONA reporting system.	Any breach identified by ACCIONA, NLWA or other statutory body.	0	0 - N

CONSTRUCTION PERFORMANCE KPIs

KPI Description	Leading Indicator	Measurement	Target
Civil works 1- Piling production curve (units)	Monthly Actual Productivity/ Performance against PMB Planned Productivity/ Performance.	0.800	Equal to or greater than 0.80 - Green Equal to or greater than 0.70 and less than or equal to 0.70 - Amber Less than or equal to 0.60 - Red
Civil works - Excavation production curve (m3) - Phase 1	Monthly Actual Productivity/ Performance against PMB Planned Productivity/ Performance. 80%	0.800	Equal to or greater than 0.80 - Green Equal to or greater than 0,70 and less than or equal to 0.70 - Amber Less than or equal to 0.60. Red
Civil works - Reinforcement production curve (Tn structure) - Phase 1	Monthly Actual Productivity/ Performance against PMB Planned Productivity/ Performance. 80%	0.800	Equal to or greater than 0.80 - Green Equal to or greater than 0,70 and less than or equal to 0.70 - Amber Less than or equal to 0.69 - Red
Civil works - Concrete works production curve (m3) - Phase 1	Monthly Actual Productivity/ Performance against PMB Planned Productivity/ Performance. 80%	0.800	Equal to or greater than 0.80 - Green Equal to or greater than 0,70 and less than or equal to 0.70 - Amber Less than or equal to 0.60. Red
Civil works - Deck production curve (m2) - Phase 2	Monthly Actual Productivity/ Performance against PMB Planned Productivity/ Performance. 80%	0.800	Equal to or greater than 0.80 - Green Equal to or greater than 0,70 and less than or equal
Civil works - Excavation production curve (m3) - Phase 2	Monthly Actual Productivity/ Performance against PMB Planned Productivity/ Performance. 80%	0.800	Equal to or greater than 0.80 - Green Equal to or greater than 0,70 and less than or equal to 0.72 - Amber Less than or equal to 0.69 - Red
Civil works - Reinforcement production curve (Tn structure) - Phase 2	Monthly Actual Productivity/ Performance against PMB Planned Productivity/ Performance. 80%	0.800	Equal to or greater than 0.80 - Green Equal to or greater than 0,70 and less than or equal to 0.79 - Amber Less than or equal to 0.69 - Red
Civil works - Concrete works production curve (m3) - Phase 2	Monthly Actual Productivity/ Performance against PMB Planned Productivity/ Performance. 80%	0.800 1.800	Equal to or greater than 0.80 - Green Equal to or greater than 0,70 and less than or equal to 0.70 - Amber Less than or equal to 0.69 - Red
Civil works - Underground Services production curve (Lm) - Phase 2	Monthly Actual Productivity/ Performance against PMB Planned Productivity/ Performance. 80%		Equal to or greater than 0.80 - Green Equal to or greater than 0,70 and less than or equal to 0.79 - Amber Less than or equal to 0.69 - Red