

# CR performance summary

| <b>Financial overview</b>  | <b>2007</b>       | <b>2006</b> | <b>2005</b> |
|--|-------------------|-------------|-------------|
| Revenue (£m)   | <b>6,182</b>      | 5,908       | 5,374       |
| Headline PBIT (£m)   | <b>928</b>        | 859         | 755         |
| Market capitalisation at year-end (£m)   | <b>7,709</b>      | 8,566       | 7,881       |
| Number of employees (including associates)   | <b>110,000</b>    | 100,000     | 97,000      |
| <b>Employment</b>  |                   |             |             |
| Gender diversity – Employees (% female)  | <b>55</b>         | 58          | 54          |
| Gender diversity – Senior managers (% female)  | <b>47</b>         | 50          | 52          |
| Gender diversity – Board members/executive leaders (% female)                          | <b>33</b>         | 34          | 33          |
| Ethnic diversity in the UK and US – Employees (% ethnic minority)                      | <b>21.6</b>       | –           | –           |
| Ethnic diversity in the UK and US – Senior managers (% ethnic minority)                | <b>13.2</b>       | –           | –           |
| Ethnic diversity in the UK and US – Board member/executive leaders (% ethnic minority) | <b>11.1</b>       | –           | –           |
| Staff training and welfare (£m)  | <b>38.6</b>       | 38.2        | 32.7        |
| <b>Environment</b>   |                   |             |             |
| Office energy use (tonnes CO <sub>2</sub> )  | <b>120,032</b>    | 144,354     | –           |
| Air travel (tonnes CO <sub>2</sub> )   | <b>92,269</b>     | 81,733      | –           |
| Other (tonnes CO <sub>2</sub> )  | <b>31,845</b>     | 33,913      | –           |
| Total carbon footprint (tonnes CO <sub>2</sub> )                                       | <b>244,146</b>    | 260,000     | –           |
| Total energy use (MWh)   | <b>251,685</b>    | 297,406     | –           |
| <b>Recycling (kg)</b>  |                   |             |             |
| Mobile/cell phones   | <b>8,140</b>      | –           | –           |
| Computer equipment   | <b>97,297</b>     | –           | –           |
| Paper and cardboard  | <b>9,674,101</b>  | –           | –           |
| Printer cartridges   | <b>40,061</b>     | –           | –           |
| Other waste recycled   | <b>244,496</b>    | –           | –           |
| Total  | <b>10,064,095</b> | –           | –           |
| <b>Social investment</b>   |                   |             |             |
| Total social investment (£m)   | <b>16.3</b>       | 24.9        | 17.3        |
| % of total revenue   | <b>0.3</b>        | 0.42        | 0.32        |
| % of profit before tax   | <b>2</b>          | 3.7         | 2.9         |
| Value of pro bono work (£m)  | <b>12.8</b>       | 21          | 13.9        |
| Charitable donations (£m)  | <b>3.5</b>        | 3.9         | 3.4         |