

NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER

Whole company (hard and soft services) turnover.

The below tables and graphs show the number of starters and leavers across both our soft and hard services populations (including our support teams). Measures include the following:

- Total number of starters, leavers and Tupe out across the course of the financial year (Figure 1).
- Number of starters per month (Figure 2).
- Total starters by gender (Figure 3).
- Total starters and leavers by age range (Figure 4).

Figure 1: Arcus FM total number of starters/leavers/Tupe out FY23.

Total Starter (ex TUPE in)	Total Leavers (Ex TUPE out)	Total TUPE out
1280	1247	61

Figure 2: Arcus FM starters by month FY23.

Month	Starters (Ex TUPE in)
April	108
May	80
June	86
July	88
August	131
September	132
October	137
November	113
December	95
January	124
February	95
March	91
Total	1280

Figure 3: Arcus FM starters by gender FY23.

Gender	Starters (Ex TUPE in)
Male	825
Female	455
Total	1280

Figure 4. Arcus FM Starters/Leavers by age range FY 23.

Age	Starters (Ex TUPE in)	Total Leavers (Ex TUPE out)
17-29	363	318
30-50	611	597
51-86	306	402
Total	1280	1317

Figure 5: Arcus FM Hard Services total starters and leavers FY23.

Hard Services Total Starters (Ex TUPE in)	Hard Services Total Leavers (Ex TUPE out)
392	350

Turnover has remained steady with minimal fluctuations for the FY April 2023 to March 2024.

As of 31 March 2024, voluntary turnover for hard services was 21.16%, a reduction from March 2023 of 23%. Involuntary turnover significantly decreased in the first half of the financial year but has since shown a gradual increase before plateauing out in the final few months, however a reduction of 6.68% to 4.74% depicts a significant improvement across the course of the whole year. Despite showing consistent negative hires from November 2023 to March 2024 this was offset by a business acquisition and a significant number of TUPE inwards which resulted in an increased headcount.

In mobile delivery, our largest segment within hard services, we saw the highest number of both starter and leaver figures. While most areas of the business experienced significant growth, Technology, Arcus Project Services, Finance, and Account Management SSL exhibited slight decreases in headcount, primarily due to TUPE transfers and lost contracts. The average over the year was 25.91% down from 30% last year for hard services. Net hires showed a positive return of 42 (exc. Tupe out/ Tupe in) conveying business growth.

Geographically, by region, the West Midlands saw the highest number of leavers due to all of Helpdesk (sat within central operations/one of our main contributors to voluntary leavers) working from the West Midlands, where our head office is located (Redditch).

Turnover has been steadily decreasing across soft services across the course of the year across both voluntary and involuntary leavers.

The number of net hires showed slight improvements in the latter part of the financial year however overall, we witnessed a slight decrease in the number of net hires of -11. Our total turnover was the year against our average HC was 48.30% (39.68% for voluntary leavers, 8.61% for involuntary leavers).

The discrepancy between net hires and changes in headcount (figure 7.) is due to several employees who initially resigned then rejoined the business the next day. Since their records were removed from the HRIS system and P45s were issued, new records had to be created, and their old ones could not be amended. Consequently, those departures are recorded as voluntary leavers, but are not counted as new starters, as technically not new hires. This could be manually amended in excel however to ensure transparency we are sharing the exact data in the system.

Figure 6: Arcus FM Hard Services annual rolling vol/invol turnover % FY 23.

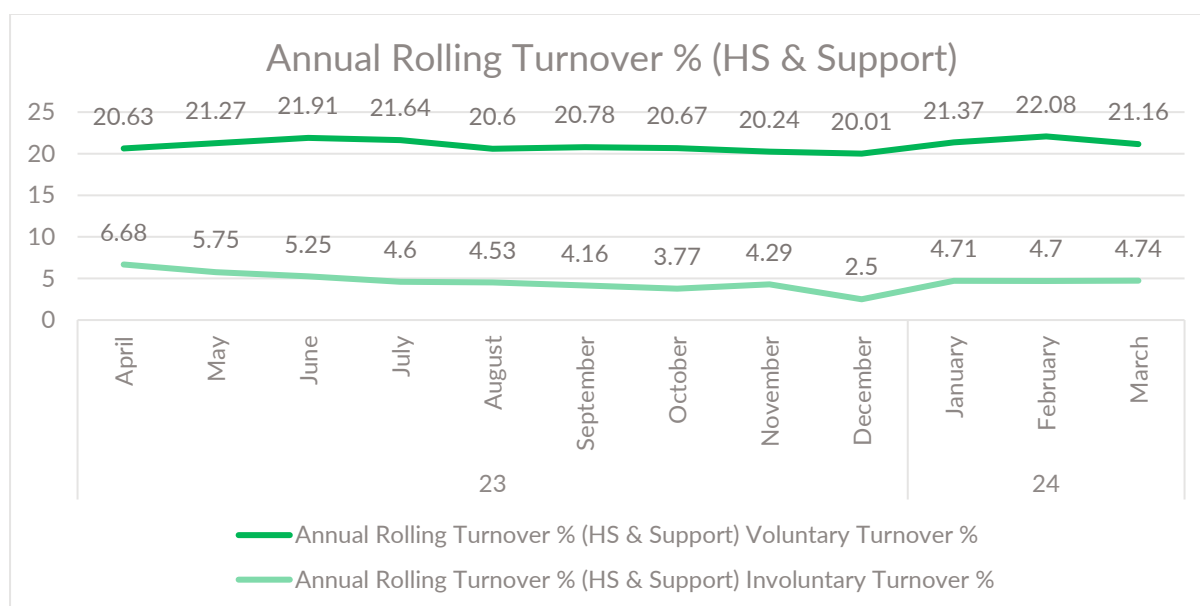


Figure 7. Arcus FM Hard Services headcount/ leavers/net hires by month FY 23.

Hard Services	Headcount	Voluntary Leavers	Involuntary Leavers	Tupe Oout	Net Hires
April	1345	14	1	37	12
May	1310	22	3	0	1
June	1301	35	4	13	-9
July	1304	23	7	1	11
August	1328	13	4	0	26

September	1334	29	4	0	7
October	1367	19	7	0	31
November	1370	22	9	0	-1
December	1379	19	7	0	-3
January	1377	35	7	0	-5
February	1365	25	4	0	-14
March	1429	30	7	0	-14
Turnover %/ Average HC	1350.75	21.17%	4.74%	3.78%	42
Overall turnover % (exc TUPE out)			25.91%		

Figure 8 below indicates significant growth in HC across the year with positive net hires highlighted throughout the first financial half of the year. Whilst despite showing consistent negative hires from November 23 to March 24 this was offset by business acquisition and a significant number of Tupe ins which is indicated by the increased HC.

Figure 8. Hard Services headcount and net hires by month

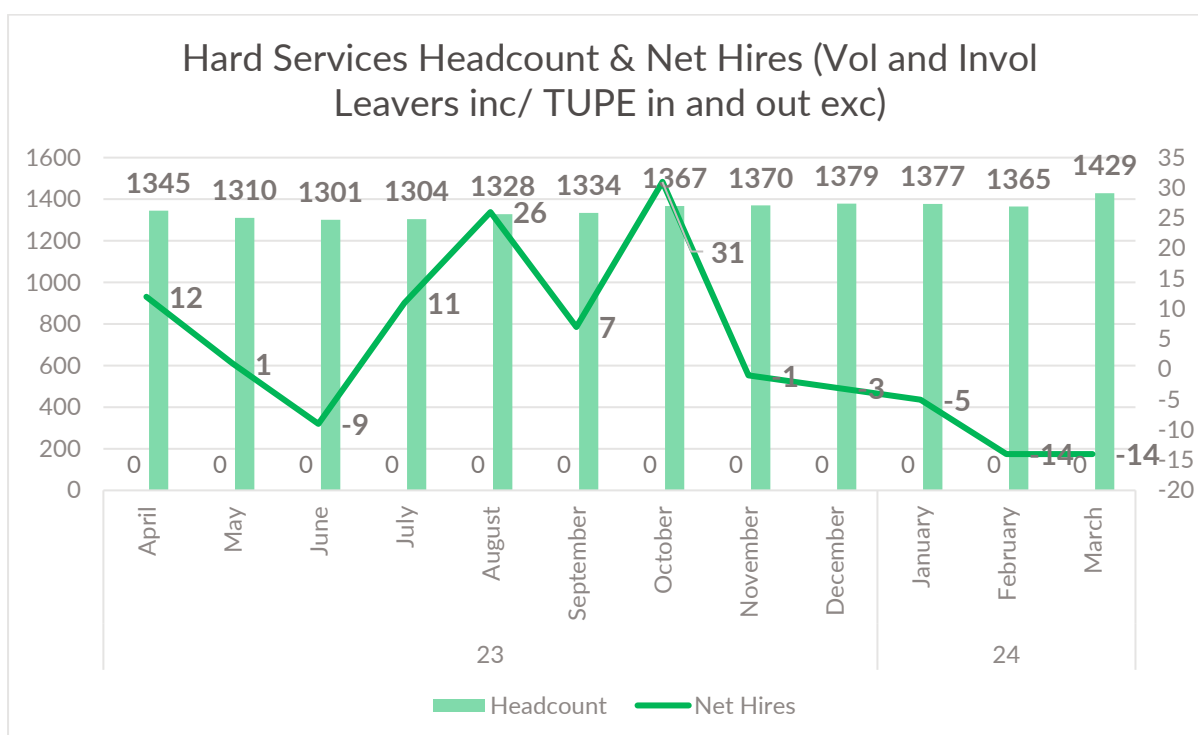


Figure 9 illustrates that mobile delivery, our largest segment within hard services, had the highest starters and leavers figures. While most areas of the business experienced significant growth, Technology, Arcus Project Services, Finance, and Account Management SSL exhibited slight decreases in headcount, primarily due to TUPE transfers and lost contracts.

Figure 9. Arcus FM Hard Services starters/leavers/ tupe out by department FY 23.

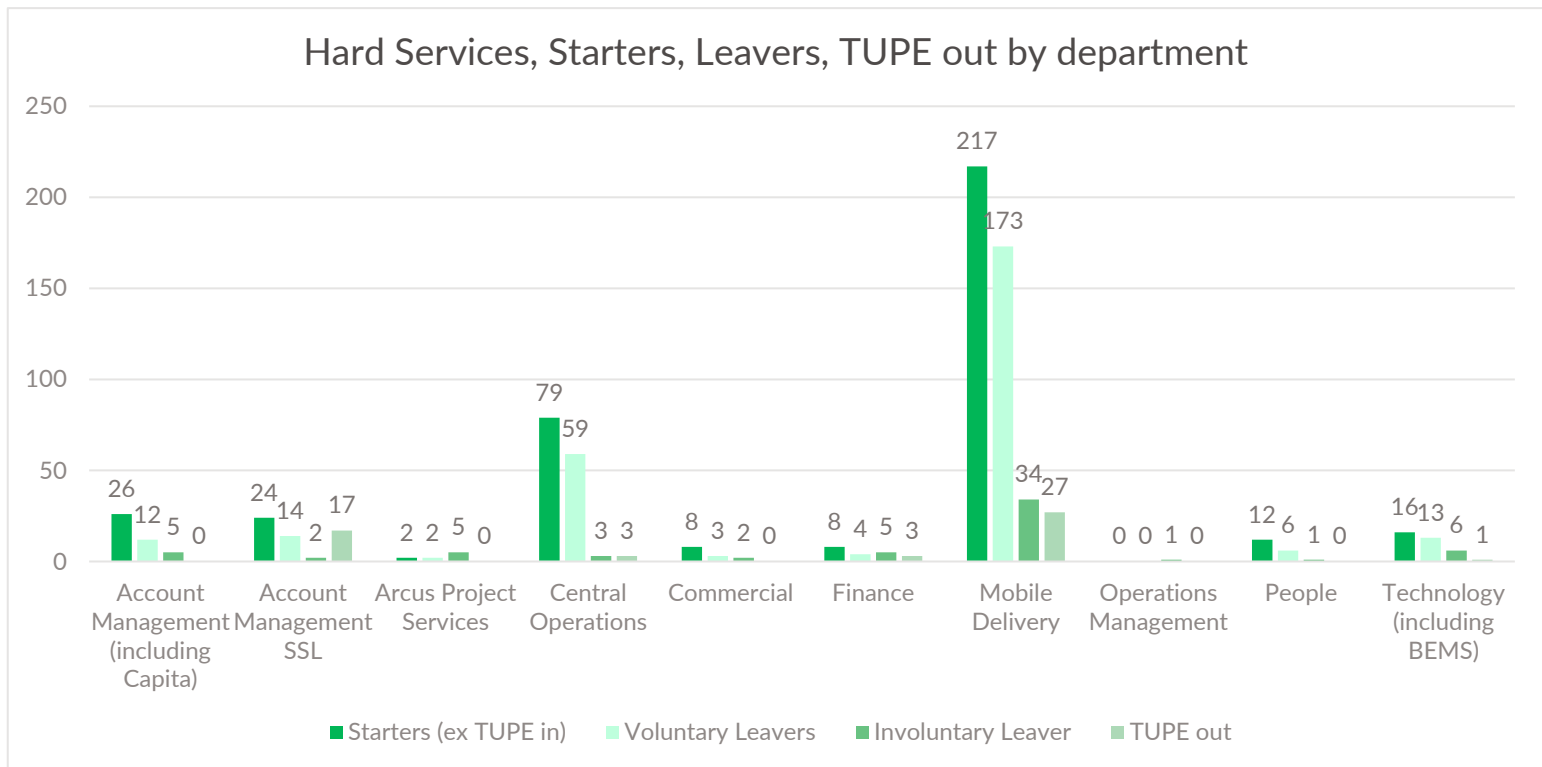


Figure 10 and 11 highlights the geographical regions where employees left the organization due to both voluntary and involuntary reasons. The percentage line represents the total leavers in each region for the year, divided by the average headcount within that region for the same period. The graph is also a snippet of our new approach in sharing Turnover data through Power Bi to our Head of Departments with row level security set up to ensure any data shared is GDPR compliant. This is currently only utilised by our Hard Services population.

Figure 10. Arcus FM Hard services voluntary turnover by geographical region.

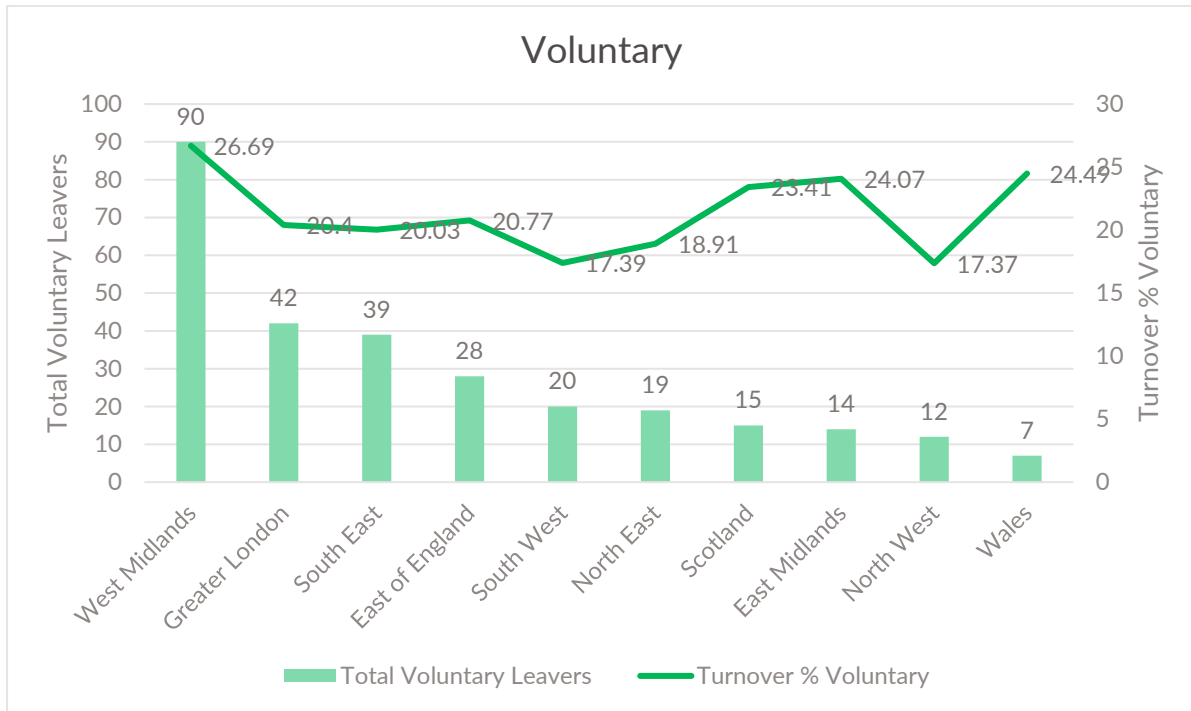


Figure 11. Arcus FM Hard services involuntary turnover by geographical region.

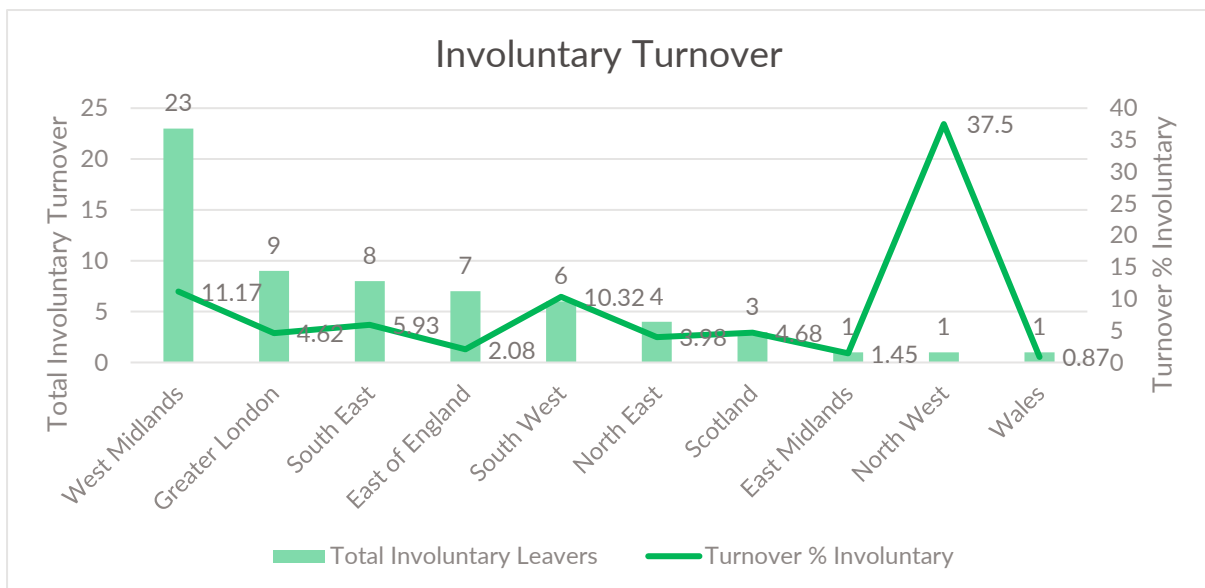


Figure 12: Arcus FM Soft Services total starters/leavers FY 23.

Soft Services Total Starters (ex TUPE in)	Soft Services Total Leavers (Ex TUPE out)
888	897

Figure 13. Arcus FM Soft Services annual vol/invol turnover % FY23.

Turnover has been steadily decreasing across soft services across the course of the year across both voluntary and involuntary leavers.

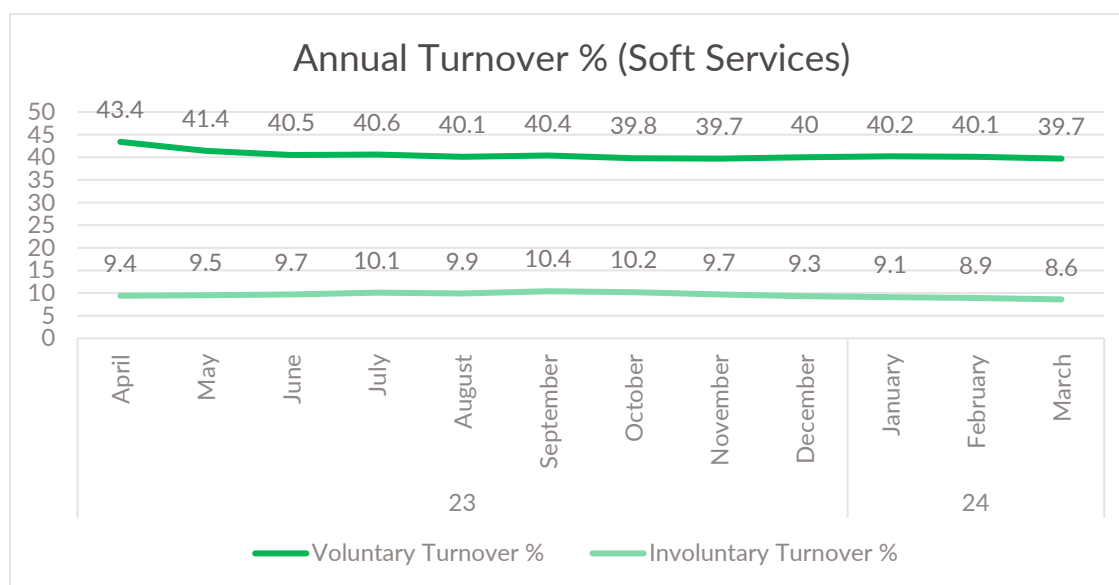


Figure 14. Arcus FM Soft Services headcount/ leavers/net hires by month FY 23.

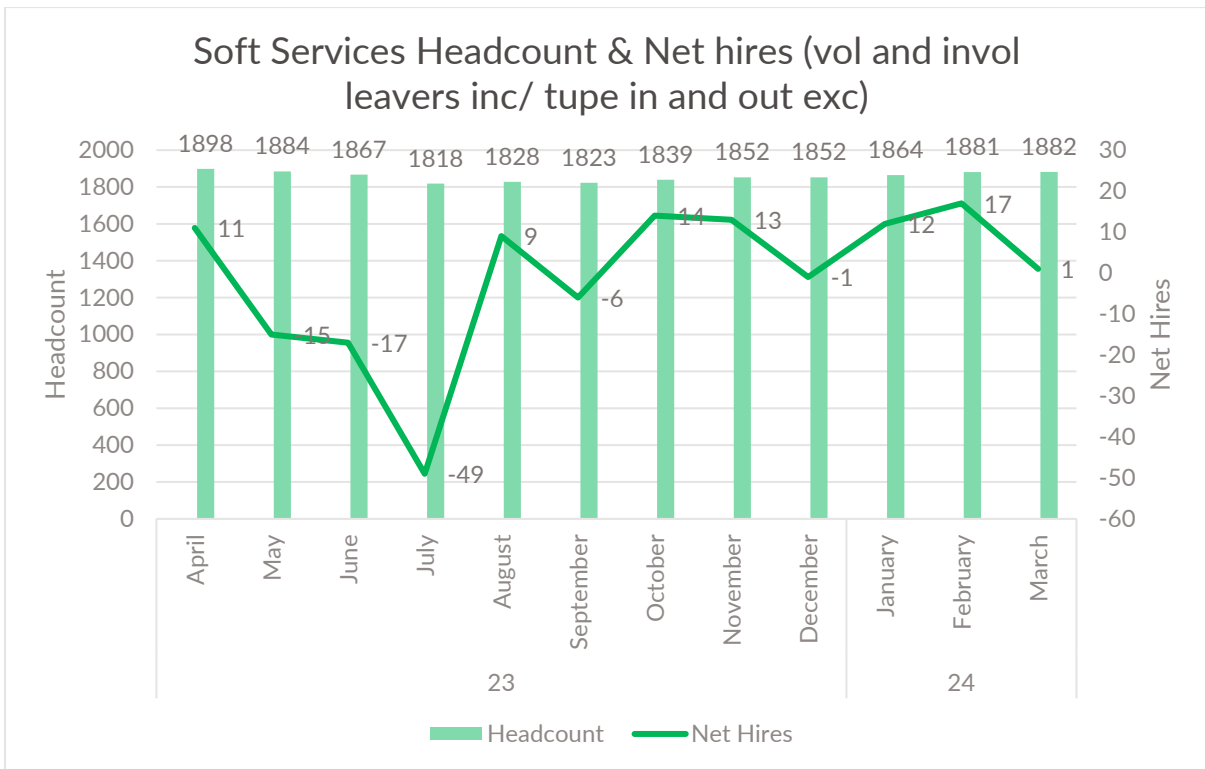
Soft Services	Headcount	Voluntary Leavers	Involuntary Leavers	Net Hires
April	1898	58	12	11
May	1884	56	13	-15
June	1867	54	18	-17
July	1818	72	24	-49
August	1828	66	12	9
September	1823	80	18	-6
October	1839	55	11	14
November	1852	62	8	13
December	1852	67	6	-1
January	1864	62	13	12



February	1881	53	10	17
March	1882	52	15	1
Turnover %/ Average HC	1857.33	39.68%	8.61%	-11
Overall turnover) %			48.30%	

The number of net hires showed a slight improvement in the latter part of the financial year however overall, we witnessed a slight decrease in the number of net hires of -11. Our total turnover was the year against our average HC was 48.30% (39.68% for voluntary leavers, 8.61% for involuntary leavers).

Figure 15: Soft Services headcount and net hires by month



Our starters and leavers by region and store numbers are shown in figures 16 and 17. Each region encompasses multiple store numbers, and each store number represents several stores where our soft service employees work.

Please note that some employees work across multiple regions, leading to a slight inflation in the total number of starters and leavers in the graphs compared to the actual totals for soft services for the financial year (+4 starters and +2 leavers). Additionally, the overall numbers of starters and leavers by region are reduced by 2 each because we had 2 starters and 2 leavers in our “Central Staff” team, who are not assigned to any specific region.

Figure 16: Soft Services starters/leavers by region.

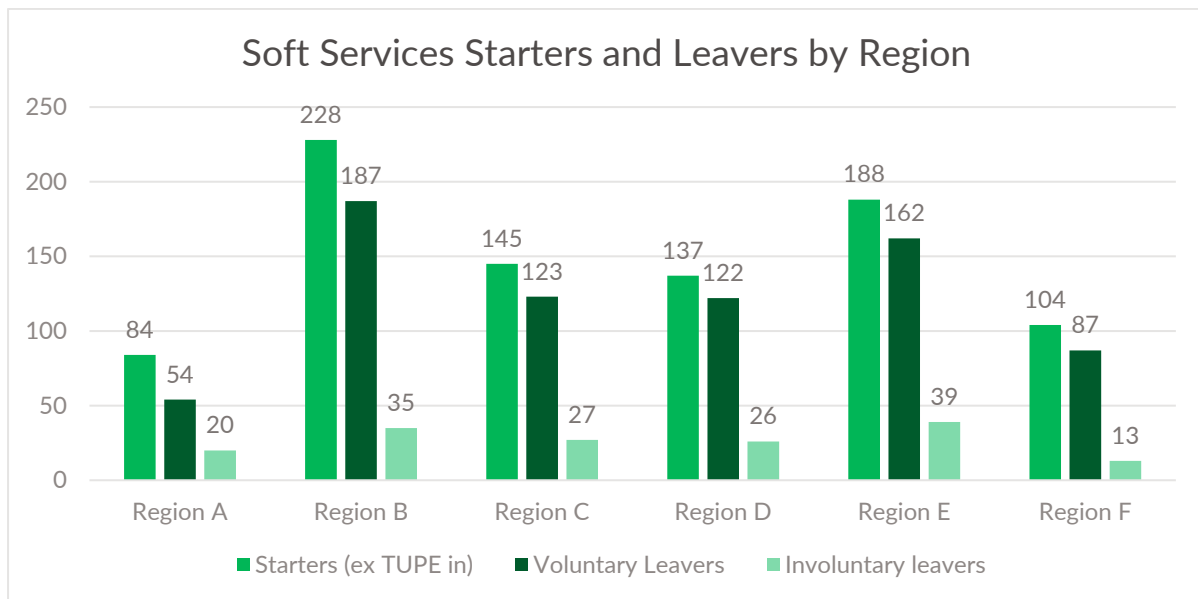
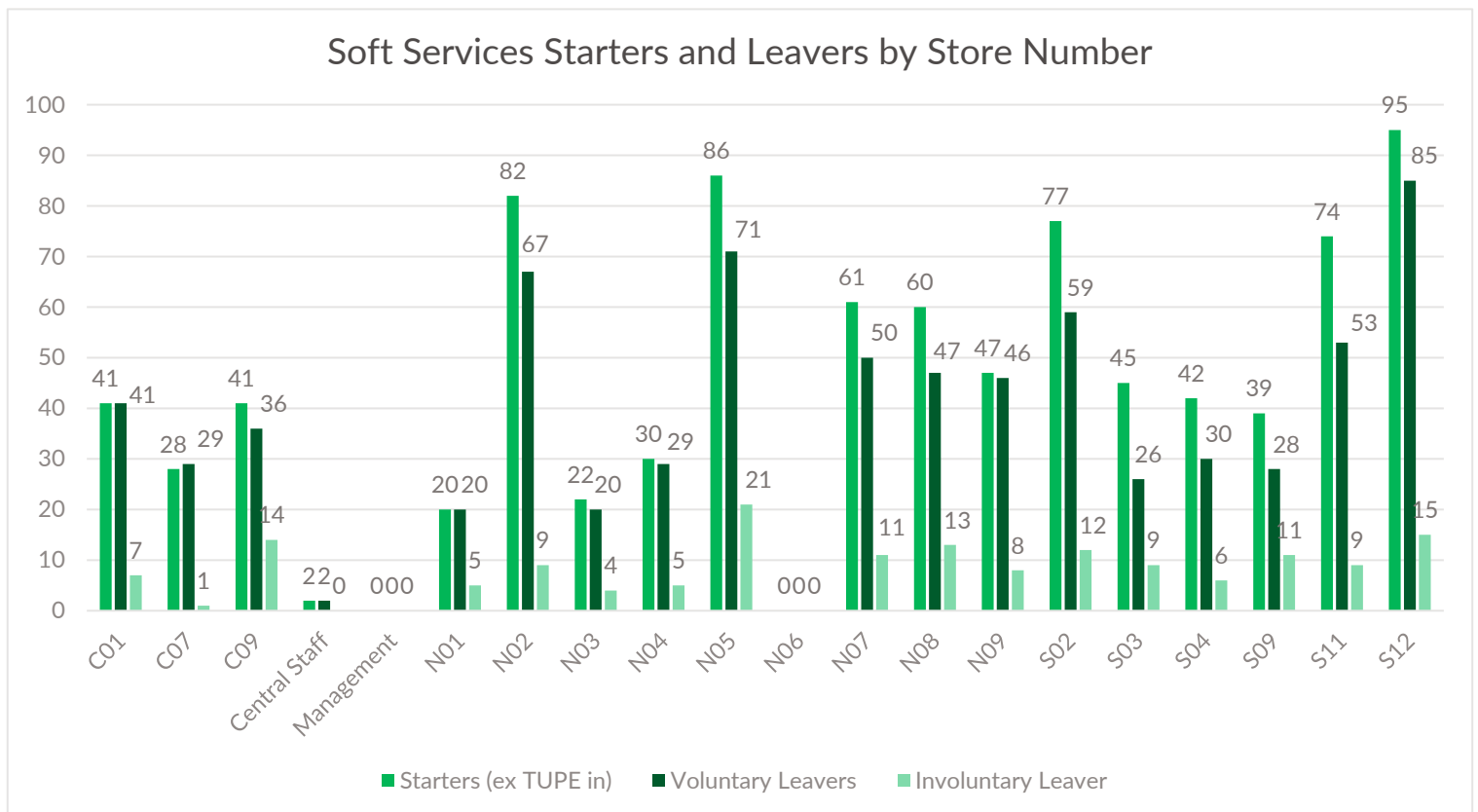


Figure 17: Arcus FM soft services starters/leavers by store numbers.





OCCUPATIONAL HEALTH

Figures 18 to 26 provided by Health Partners Group, our ongoing occupational health partners, demonstrates Arcus’ commitment to occupational health and the support employees receive upon management referrals. Arcus’ partnership and the work conducted with Health Partners Group is further conveyed in slide 15.

Figure 18: Occupation Health Cases Received by Month

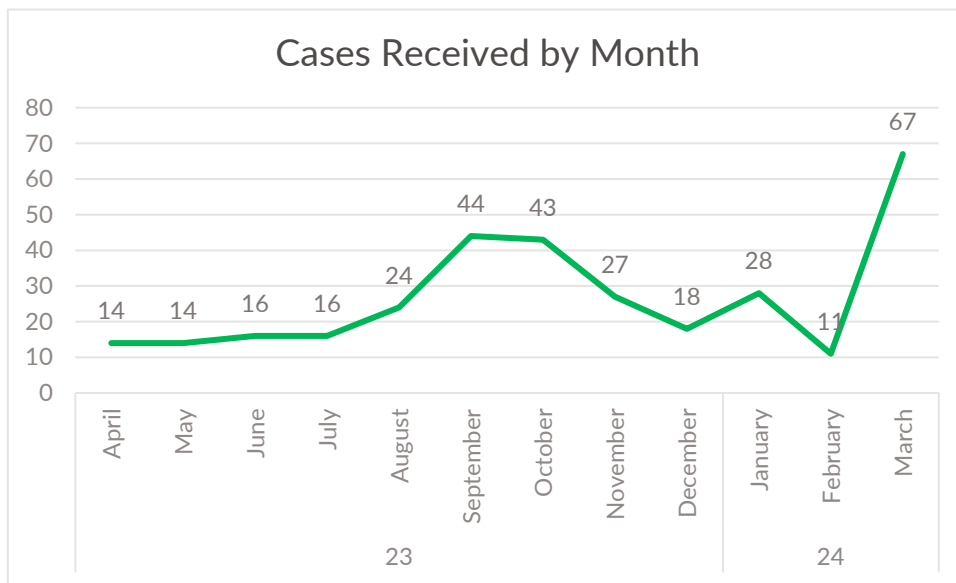


Figure 19: Occupation Health Disease Code Outcomes

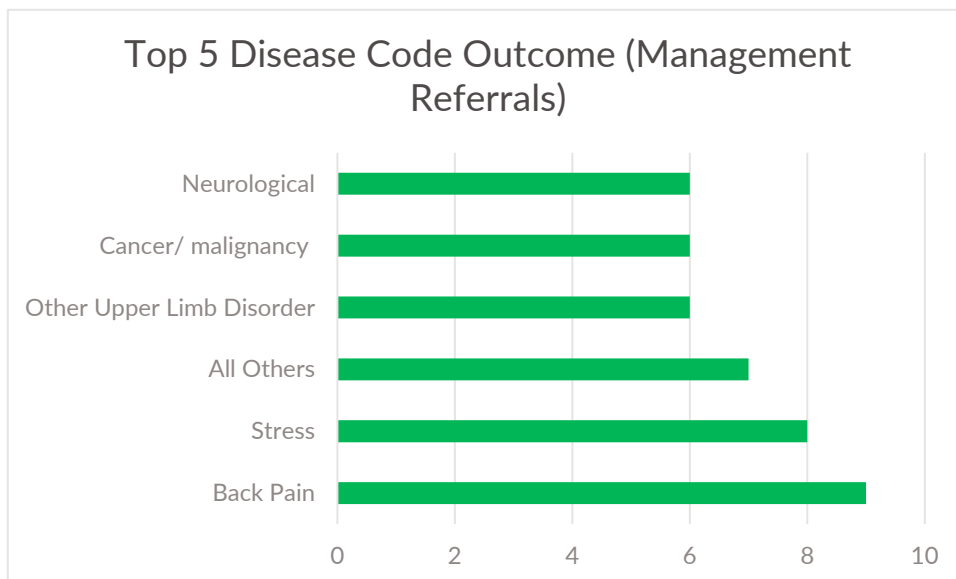


Figure 20: Occupation Health Disease Code Outcomes Groups

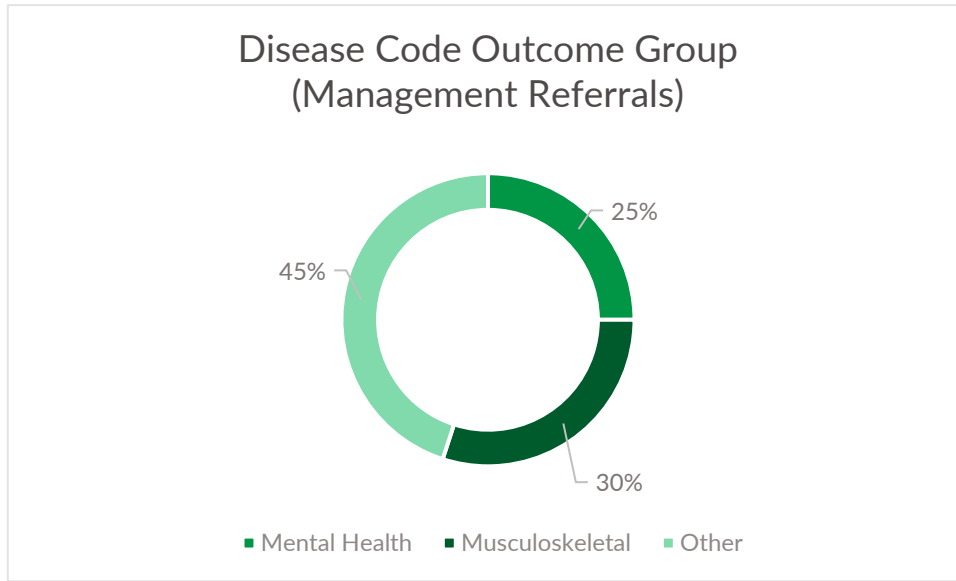


Figure 21: Work Related Outcome of Occupational Health Referrals

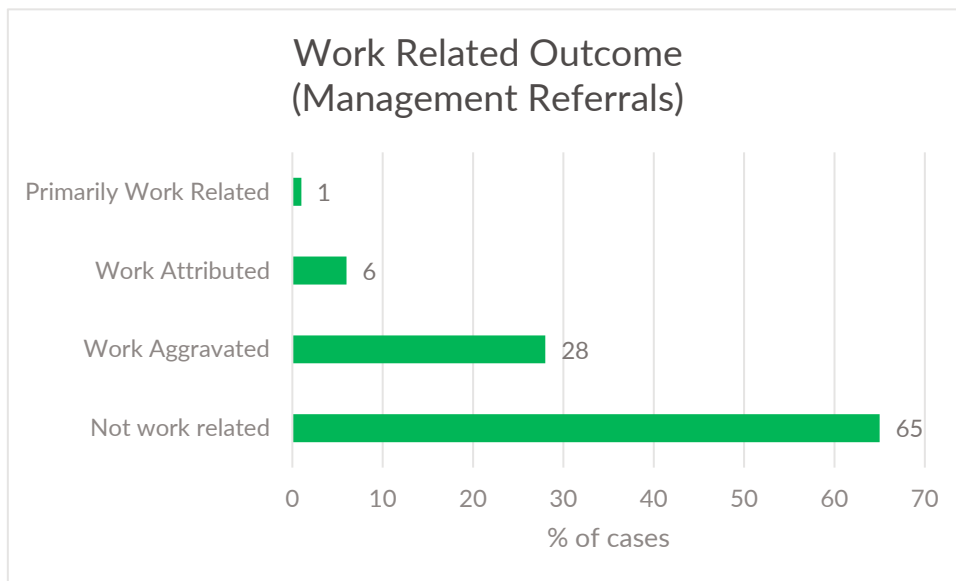


Figure 22: Appointment Grouping

Appointment Grouping	Total
Face to Face IMA - Doctor	1
OHA TIMA- PPQ	5
Preplacement Medical (telephone)	16
Telephone Based IMA- Doctor	51

Telephone Based IMA- Nurse	126
Telephone Based IMA- Technician	12
Total	211

Figure 23: Occupation Health Appointments by Month

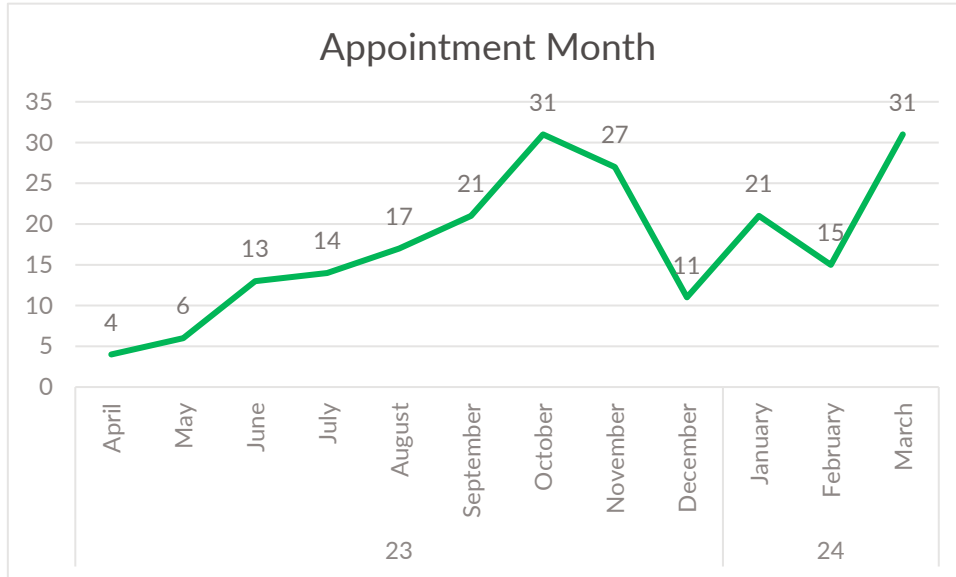


Figure 24: Occupation Health Appointments Status

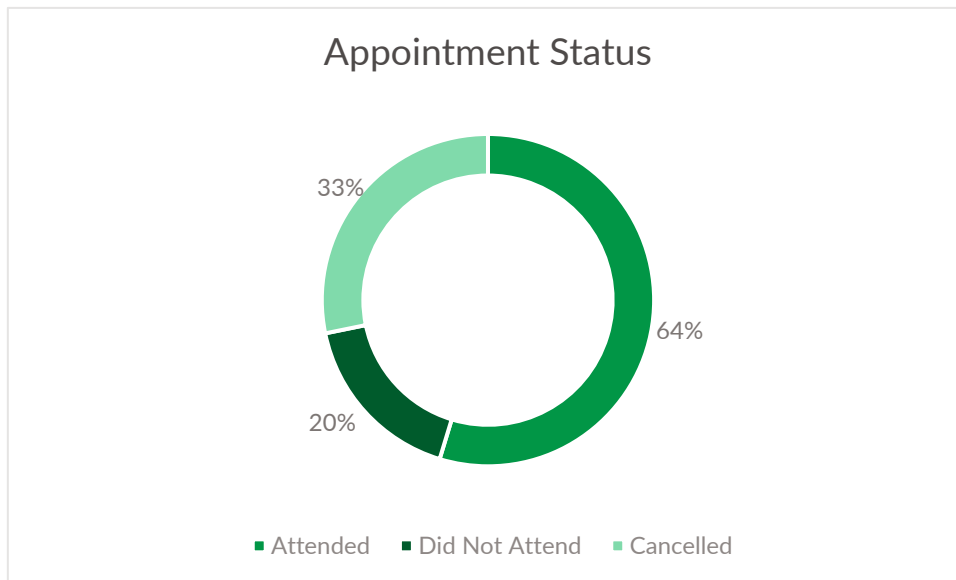
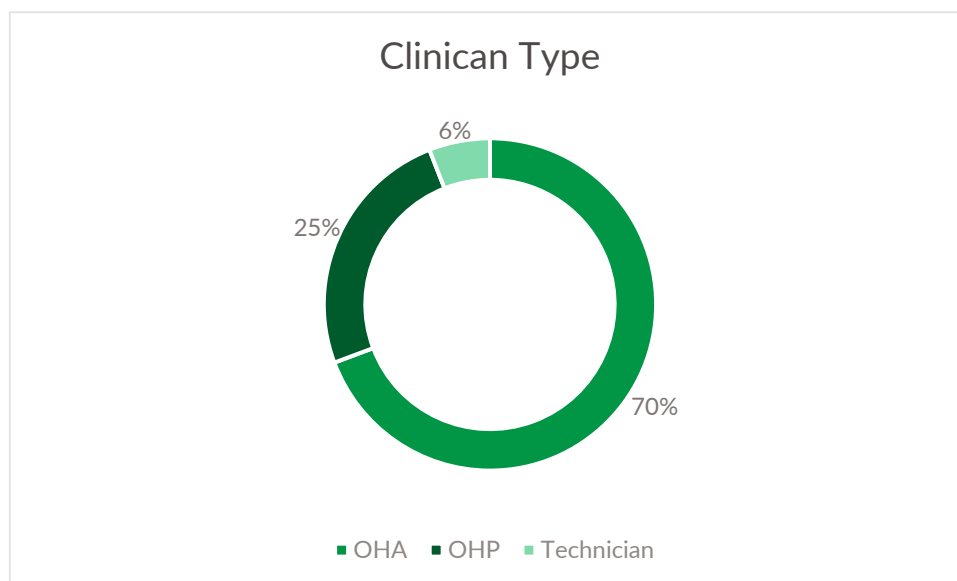


Figure 25: Occupational Health Referrals Avoidable Fees

Avoidable Fees	£
Cancelled	105.55
Did Not Attend	£6,744.89

Figure 26: Occupation Health Appointments by Clinician Type



EDI

The below EDI tables report (as of 1st April 2023 – 31st March 2024) against disclosures of age, gender, ethnic group, nationality, sexual orientation and religion, including comparisons against C Suite and high-salaried positions.

Figure 27: Gender Breakdown - C Suite

Gender	%
Female	38
Male	63
Total	100

Figure 28: Gender Breakdown- All Other Employees

Gender	%
Female	34

Male	66
Unknown	<1
Total	100

Figure 29: Age Breakdown- C Suite

Age Breakdown	%
Under 30	0
30-50	50
51+	50
Total	100

Figure 30: Age Breakdown- All Other Employees

Age Breakdown	%
Under 30	18
30-50	46
51+	36
Unknown	<1
Total	100

Figure 31: Ethnic Group C Suite

Ethnic Group	%
White	100
Total	100

Figure 32: Ethnic Group- All Other Employees

Ethnic Group	%
White	51
Unknown	36
Black or Black British (African)	4
Other White Background	1
Other	1
Other Ethnic Background	1
Asian or Asian British (Indian)	1

Black or Black British (Caribbean)	1
Asian or Asian British – Pakistani	1
Other Mixed Background	1
Mixed- White and Black African	<1
Mixed- White and Asian	<1
Asian or Asian British Bangladeshi	<1
Arab	<1
Chinese	<1
Irish Traveller	<1
Gypsy or Traveller	<1
Total	100

Figure 33: Nationality- C Suite

Nationality	%
British	100
Total	100

Figure 34: Nationality- All Other Employees

Nationality	%	Nationality	%
British	65	Lithuanian	<1
Unknown	17	Norwegian	<1
Polish	3	Other	<1
Ghanian	2	Czech	<1
Nigerian	1	South African	<1
Irish	1	Hungarian	<1
Indian	1	Belgian	<1
Slovakian	1	Gambian	<1
Portuguese	1	Dutch	<1
Romanian	1	Eritrean	<1
Italian	1	French	<1
Brazilian	1	North African	<1
Spanish	<1	Pakistani	<1
Latvian	<1	Thai	<1
Somali	<1	Zimbabwean	<1
Bulgarian	<1	German	<1
Ukrainian	<1	Nepalese	<1

Australian	<1	Filipino	<1
Greek	<1	Sri Lankan	<1
Congolese	<1	Estonian	<1
Turkish	<1	Timorese	<1
Alabain	<1	Guinean	<1
African	<1	Ethiopian	<1
Cypriot	<1	Malaysian	<1
Algerian	<1	Russian	<1
Austrian	<1	New Zealander	<1
Bangladeshi	<1	Maltese	<1
Afghanistan	<1	Tunisian	<1
American	<1	Dominican	<1
Sudanese	<1	Moldovan	<1
British Indian	<1	Black British	<1
Swedish	<1	Jamaican	<1
Mauritian	<1	Indonesian	<1
Chinese	<1	Georgina	<1
Kenyan	<1		
Columbian	<1		
Ivorian	<1		
Total			100%

Figure 35: Sexual Orientation- C Suite

Sexual Orientation	%
Asexual	12.5
Heterosexual/straight	62.5
Unknown	25
Total	100

Figure 36: Sexual Orientation- - All Other Employees

Sexual Orientation	%
Unknown	72
Asexual	24
Heterosexual/straight	3
Prefer not to say	1
Gay/Lesbian	<1

Bi/Bisexual	<1
Asexual	<1
Other	<1
Pansexual	<1
Total	100

Figure 37: Religion - C Suite

Religion	%
Christian (includes all Christian denominations)	25
No religion	50
Unknown	25
Total	100

Figure 38: Religion- All Other Employees

Religion	%
Unknown	45
No religion	21
Christian (includes all Christian denominations)	20
Prefer not to say	6
Other	4
Muslim	3
Hindu	<1
Sikh	<1
Spiritual	<1
Buddhist	<1
Jewish	<1
Total	100

Figure 39 : Gender- Salaried Below £50,000

Salaried Below £50,000	%
Female	35
Male	65
Unknown	<1
Total	100

Figure 40 : Gender - Gender - Salaried Over £50,000

Salaried Over £50,000	%
Female	14
Male	86
Total	100

BENEFITS

Electric Vehicle (EV) Scheme

Part of our Wellbeing Strategy 2023/24 was to provide comprehensive marketing available to employees with a car allowance who may be eligible to join the EV scheme. The Tusker Scheme can provide colleagues with a brand-new leased vehicle, substantially cheaper than a privately leased car, without paying an upfront deposit. The scheme includes maintenance and servicing (including tyres), breakdown cover, road tax, and comprehensive insurance.

EV Scheme - Employer/Employee benefits:

- Demonstration of commitment to carbon footprint reduction
- Cost of living reduction by offering access to cheaper-to-fuel EVs
- Supports transition to cleaner transport solutions and helps meet demand for green benefits.
- Allows offsetting of EV charging emissions, ensuring carbon neutrality
- More affordable way to drive an EV (no deposit required)
- Reduced income tax and national insurance
- Favourable and known BiK rates until 2028
- Facilitates transition to compliant vehicles for Clean Air Zones and ULEX rules.

Parental Leave

For this reporting period, 1438 no. colleagues took parental leave of some description, of which 336 no. were female and 1102 no. were male. Within this total 48 no. females took maternity leave, 32 no. returned to work following maternity leave, and 34 no. males took ordinary paternity leave, 27 no. returned to work following this leave. This represented a 67% return to work rate for females and a 79% return rate for their male counterparts. A retention rate of 33% was prevalent for females and 21% retention rate was prevalent for males.

Salary Finance

This scheme helps support colleagues with their finances, Salary Finance works with Arcus to provide four products to help colleagues with their money goals (loans, salary advance, savings, education).

Affordable Loans - It provides affordable loans which can be repaid through salary with loans at affordable rates with higher acceptance than banks. The lower rate loans can help our colleagues save money by paying off more expensive debt. As an affordable alternative to credit cards, payday loans and overdrafts, it could also be used to cover unexpected expenses or help colleagues achieve long-term financial goals.

Advance earned pay: Offering colleagues the ability to access some of their earned pay ahead of regular payday. It provides the option to access a proportion of the pay as it is earned, to help with emergencies, covering unpredictable price rises and to support better budgeting. The fee for accessing pay early is £1.69 per Advance.

Help to Save: this government-backed scheme, allows anyone receiving Working Tax Credit, Universal Credit, or Child Tax Credit the potential to earn bonus payments on savings of up to 50p for every £1 saved.

Simple savings: a savings account available to all employees with Coventry Building Society with contributions transferred directly from your salary, helping employees save without the hassle.

Free financial education: an online financial education hub available 24/7 to all employees giving them access to a range of handy tools and resources to help them better understand their money

Engagement – Salary Finance benefit schemes (1 April 2023 – 31 March 2024)

For the period 1st April 2023 – 31 March 2024 there are 2586 active users of the Salary Finance service, representing 75.7% of the Arcus workforce for this period. During this period 283 applications were submitted of which 98 applications were approved. Those not approved were signposted for further advice. 83 no. loans were issued during this period and 45 loans were repaid during this period. Average savings per loan were £239. Reasons for such loans included debt consolidation, home improvements, car etc.

For the advance scheme, engagement demonstrated during this reporting period included a figure of 190 new registered users and a running total of 365 users during this reporting period (including users from previous reporting periods). Over 6400 advances were issued during this period totalling a value of over £807k with the average advance being circa £126.

For the Save and Help to Save schemes for this reporting period there were 4 no. savings applications submitted across 3 active accounts. Average savings gleaned were of circa £217. Total amounts saved for this period were more than £3k encompassing all active accounts.