

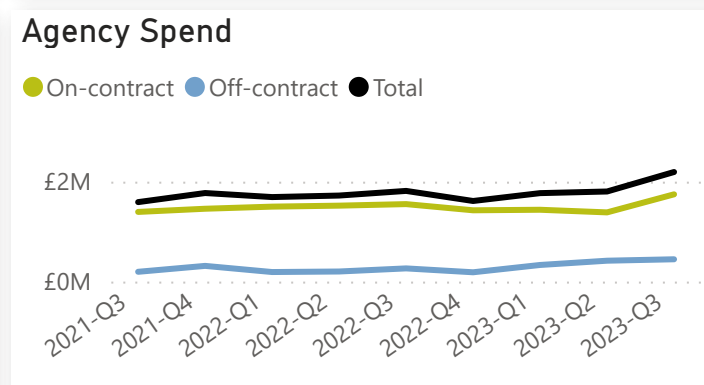
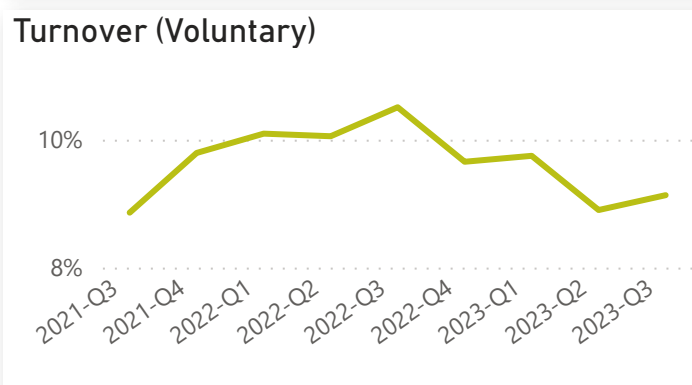
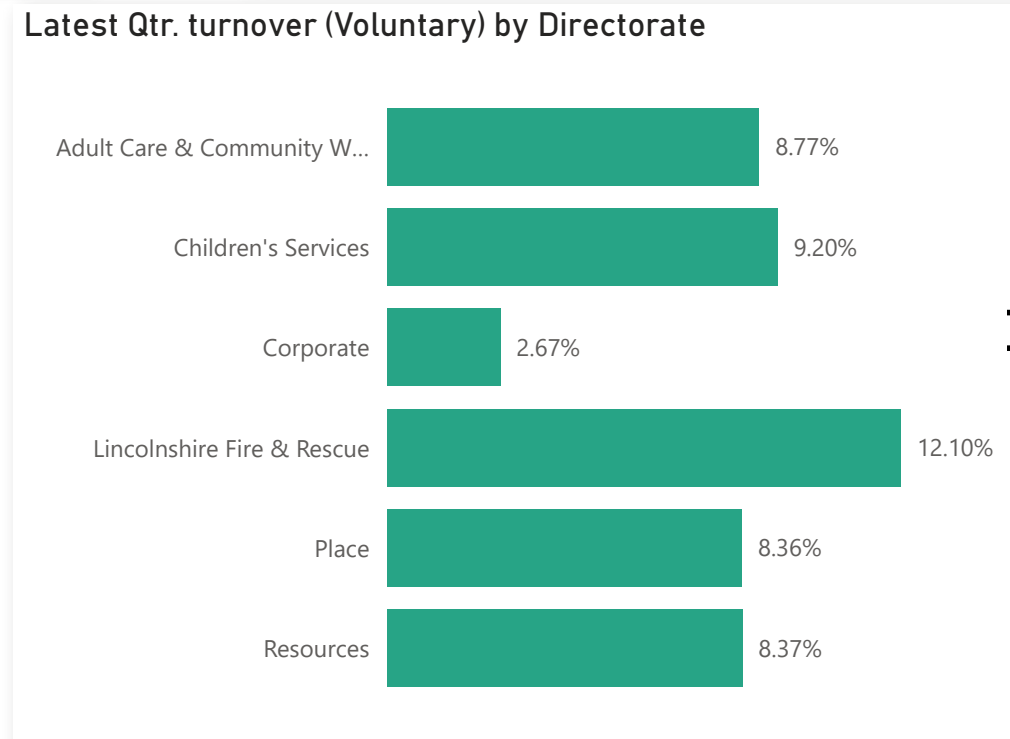
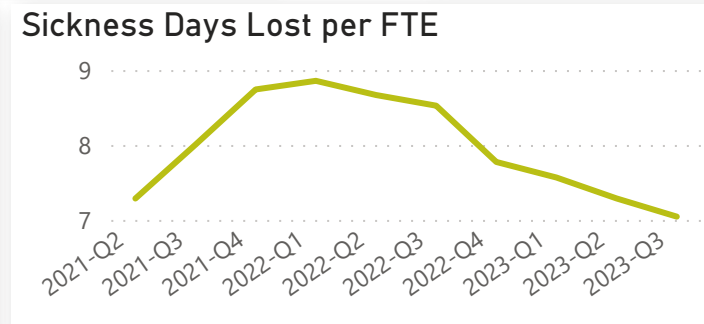
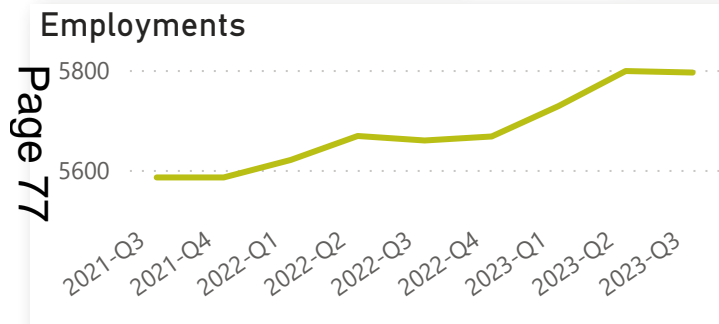
# HRMI for LCC by quarter from 2021-Q2

| Financial Year - Quarter | Employments |
|--------------------------|-------------|
| 2021-Q3                  | 5585        |
| 2021-Q4                  | 5585        |
| 2022-Q1                  | 5620        |
| 2022-Q2                  | 5668        |
| 2022-Q3                  | 5659        |
| 2022-Q4                  | 5667        |
| 2023-Q1                  | 5728        |
| 2023-Q2                  | 5798        |
| 2023-Q3                  | 5795        |

| Financial Year - Quarter | Sickness Days Lost per FTE |
|--------------------------|----------------------------|
| 2021-Q3                  | 8.01                       |
| 2021-Q4                  | 8.74                       |
| 2022-Q1                  | 8.86                       |
| 2022-Q2                  | 8.67                       |
| 2022-Q3                  | 8.52                       |
| 2022-Q4                  | 7.77                       |
| 2023-Q1                  | 7.57                       |
| 2023-Q2                  | 7.29                       |
| 2023-Q3                  | 7.04                       |

| Financial Year - Quarter | Turnover (Voluntary) |
|--------------------------|----------------------|
| 2021-Q3                  | 8.86%                |
| 2021-Q4                  | 9.79%                |
| 2022-Q1                  | 10.09%               |
| 2022-Q2                  | 10.05%               |
| 2022-Q3                  | 10.51%               |
| 2022-Q4                  | 9.66%                |
| 2023-Q1                  | 9.75%                |
| 2023-Q2                  | 8.90%                |
| 2023-Q3                  | 9.13%                |

| Financial Year - Quarter | On-contract Agency Spend | Off-contract Agency Spend | Total Agency Spend |
|--------------------------|--------------------------|---------------------------|--------------------|
| 2021-Q3                  | £1,394,639               | £196,219.6                | £1,590,858         |
| 2021-Q4                  | £1,458,294               | £314,447.1                | £1,772,741         |
| 2022-Q1                  | £1,500,416               | £191,424.3                | £1,691,840         |
| 2022-Q2                  | £1,520,141               | £202,096.7                | £1,722,237         |
| 2022-Q3                  | £1,550,928               | £264,240.8                | £1,815,169         |
| 2022-Q4                  | £1,427,076               | £186,480.6                | £1,613,556         |
| 2023-Q1                  | £1,437,863               | £332,766.2                | £1,770,629         |
| 2023-Q2                  | £1,385,227               | £418,300.4                | £1,803,527         |
| 2023-Q3                  | £1,746,866               | £446,787.4                | £2,193,654         |



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