

Being a sustainable business

ISG



Annual Sustainability Report 2016

Contents

About ISG / 4-7

About this report / 8

Message from the CEO / 9

2020 Sustainability Vision / 10-11

Performance at a glance / 12-13

People / 14-23

A great place to work for every1@ISG

A safe working environment

Performance / 24-27

Happy customers

Sustainable growth

Community / 28-37

Benefitting global communities

Benefitting local communities

Environment / 38-51

Reducing our waste

Reducing our emissions

Protecting our planet

Performance table / 52-53

Follow our progress / 54

At ISG, it’s our vision to be the world’s most dynamic construction services company, delivering places that help people and businesses thrive. To us, this means being positive and proactive in our pursuit of big ideas and being responsive to change.

Our annual Sustainability Report showcases some of these solutions. It reveals how our bold thinking and agile culture yield outcomes that improve how we deliver for our clients and people. It demonstrates our appetite and willingness to effect positive change. Most importantly, it aims to highlight the care we take for our communities and environment.

As a business, we have undergone some big changes in 2016, including a re-brand that better encapsulates who we are and where we’re going. We hope you’ll join us in looking forward to a sustainable future.



Our values

Our core values are the guiding principles that dictate our actions and behaviours at ISG. Rooted in the brand, they are what drive us every day and provide the building blocks for our common corporate culture.

Dream smart

Always care

Speak frankly

Never stop learning

- **One global brand**
- **Two approaches** – major projects and agile response
- **Three global hubs** – Europe, Middle East & Asia
- **Four services** – fit out, technology, construction and developments
- **Five sectors** – office; retail; technology, science and health; hospitality and leisure; higher education and public sector

What we do

ISG is different. Our origins in fit out mean we pay meticulous attention to detail and focus on our clients' needs and business drivers like no other. We also understand that technology is key to every project. Which is why our service offer is equally about fit out, technology, construction and developments.

Fit out

When it comes to professional and high-quality fit out services, we are unparalleled. Our track record reveals broader experience across a wider range of projects than any other provider in the market, from the largest office fit outs to large-scale global retail roll-out programmes; for decades we have delivered environments vital to our clients' business operations and highly responsive to their evolving industries.

Technology

We believe all business environments are technology environments. This means not only do we have the extensive expertise and specialised skills to deliver highly engineered environments in the tech, science and health sectors, but we also have a dedicated technology solutions team capable of advising and / or implementing for our customers across all sectors. Our differentiated technology and engineering expertise reflects our commitment to smarter solutions for our customers.

Construction

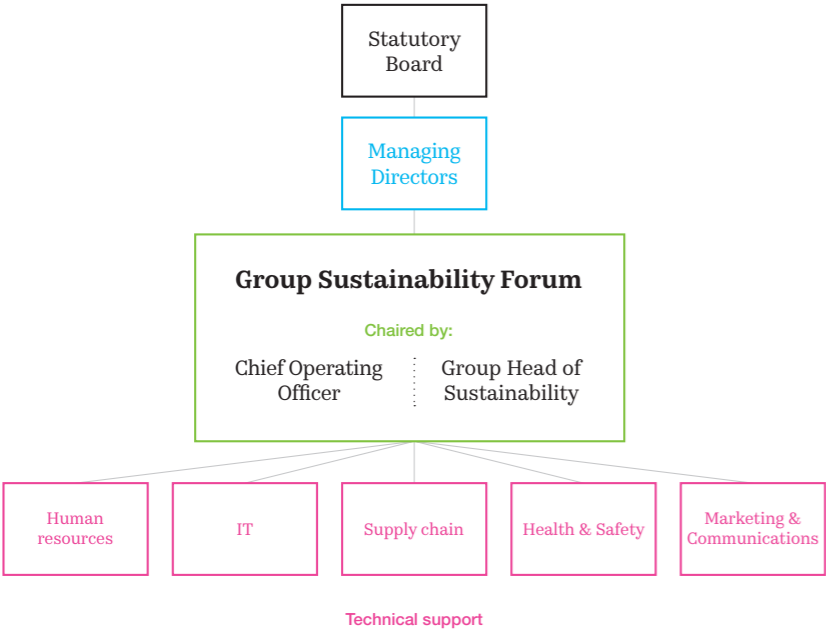
We have a strong track record of new build projects throughout the UK from single-storey construction to large-scale schemes including multi-storey towers and Olympic venues. We are experts in delivering dynamic solutions to an exceptional quality and pride ourselves on not just being builders but in sharing our customer's vision: understanding, planning and being flexible to deliver a successful project.

Developments

Our skills as an agile and insightful development partner arise from our expertise and deep understanding of construction. We move quickly, providing upfront and rapid investment at a time when traditional developers struggle to find capital. From there, we guide projects through the development, planning and procurement phases with an informed perspective and unwavering focus on fast-paced, efficient and cost-effective delivery.

Memberships

We are proud to be a member of a number of organisations which work to promote sustainability including: the UK Green Building Council (UKGBC) of which we are a gold leaf member, Business in the Community (BiTC) and the Institute of Corporate Responsibility and Sustainability (ICRS). We are partners in the Supply Chain Sustainability School (SCSS), a multi award-winning initiative which represents a common approach to addressing sustainability within supply chains in the built environment. We are founding members of the Considerate Constructors Scheme (CCS), a non-profit-making, independent organisation founded by the construction industry to improve its image. We also sit on the Environmental Leadership Group of Build UK, an organisation which represents the industry's largest main contractors and leading trade associations. We leverage these partnerships to learn from and collaborate with our peers, develop our sustainability strategy and improve our transparency and performance.



Governance

Chief executive officer (CEO), Paul Cossell, has ultimate accountability for sustainability. Chief operating officer (COO), Paul Weaver, reports to the CEO on matters relating to sustainability and as such is the statutory board sponsor for sustainability. He is supported by Philippa Stone, group head of sustainability, who has responsibility for setting sustainability policy and strategy. The COO and group head of sustainability chair the group sustainability forum, consisting of senior sustainability representatives from across the group. Functional leads from areas such as IT, human resources and marketing and communications provide technical input.



Our marketing and communications team spent a day volunteering at a charity-run farm in London's East End

2020 Sustainability Vision

Our 2020 Sustainability Vision was launched in September 2013. In line with our commitment to review the Vision annually, it was updated in October 2015. This included a materiality review and the introduction of targets against a number of key performance indicators (KPIs). To coincide with the update, we produced an employee ‘call to action’ video: ‘It starts with you’, which can be viewed on our website. We also ran a competition for our employees globally, asking them to submit ideas for overcoming sustainability challenges. We had an outstanding response from across the business with a number of ideas being taken forward, including the winning idea of introducing electronic remittance advice slips for payments to trade contractors.

We have since made significant progress in our four key areas of focus: People, Performance, Community, Environment. This report charts our progress for the period 1 July 2015 to 30 June 2016 in each of these key areas.

Performance data

While we have worked to improve reporting throughout the year, not all data in this report is global. The performance table at the end of the report identifies to which business units the data applies.

Change in reporting year

Going forward we are changing our sustainability reporting year to align with our new financial year. We will issue an interim report to cover the period 1 July 2016 to 31 December 2016. Our data for the period 1 July 2015 to 31 December 2016 will be normalised and form the basis of this interim report. Our next full report will cover the 2017 calendar year.

Review and target setting

We will be conducting our annual review of our 2020 Sustainability Vision in October and November 2016 to ensure it remains fit-for-purpose, challenging and reflects our material impacts as a business. During this review we may set new targets which will be published in early 2017 in line with our new reporting year.



“In an industry where often speed and profitability reign, we emphasise care of our people, our customers, our communities and our world. We achieve this goal by living our four values to the fullest: dream smart, always care, speak frankly and never stop learning.”

Paul Cossell, Chief Executive Officer

Right now, we are focused on being the world’s most dynamic construction services company, and that means we have to be better, smarter and more innovative than ever before.

Our 2020 Sustainability Vision supports that mission by setting clear and ambitious goals we can work towards as a company. I’m very proud to say we have made significant progress over the past year. We launched the Futures Group to unite ISG’s brightest young minds, reduced our global greenhouse gas emissions, improved our CDP score, and continue to manage the risks

climate change presents – and are on target for a 15% reduction in emissions by 2019/20.

One of our biggest achievements this past year, and one that I’m incredibly proud of, is our partnership with CARE International. Our employees’ efforts over the course of the two-year partnership have been fantastic, and we even managed to smash our £150,000 fundraising target four months ahead of schedule. With many miles run, baskets of goods baked, and overall dedication and enthusiasm, ISG has played a vital role in helping CARE fight poverty in the world’s most vulnerable

places. I’m delighted to announce this was also topped off with recognition from Business in the Community for the second year running, when our award for International Disaster Relief was re-accredited.

While we celebrate our accomplishments over the past year, there’s still more to be done. Looking ahead, we will continue to build on these successes, while finding dynamic and creative ways to deliver sustainable solutions to complex global challenges.

Paul Cossell
Chief Executive Officer

It starts with... our vision

We want to be a great company in more ways than one – today and in the future. That means growing our profitability by delivering great projects for happy customers while looking after our people and the environment and supporting our communities.

People



Goal

A great place to work for every1@ISG

A safe working environment

Performance measure

% graduates / undergraduates
% employees 'proud to work at ISG'
% women
% ethnic minorities (UK only)

Accident Incident Rate (AIR)

2015/16 Target

*
90%
*
*

1.99

Performance



Happy customers

Sustainable growth

Customer satisfaction /10

Profit before tax (£)
% work from key accounts / frameworks

8/10 (or equivalent for framework customers)

*
*

Community



Benefitting local communities

Benefitting global communities

Average Considerate Constructors Scheme score (UK)
No. apprentices (direct or via supply chain)
No. students engaged through curriculum-engagement activities

£ donated / fundraised / pro bono value

Above industry average

*
*

£150,000 for Group charity partner over two years

Environment



Reducing our waste

Reducing our emissions

Protecting our planet

Overall tonnage of construction and demolition waste per £100,000 revenue
% construction waste diverted from landfill

Scope 1,2,3 greenhouse gas emissions

No. reportable environmental incidents
% projects by revenue completing environmental certification

Improve reporting to determine accurate baseline

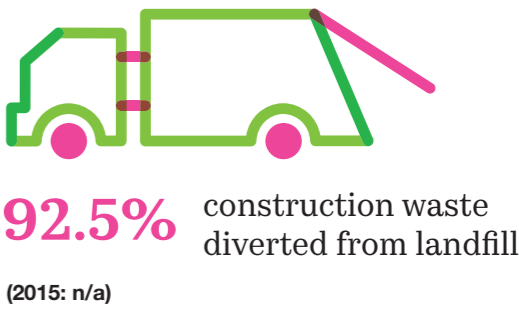
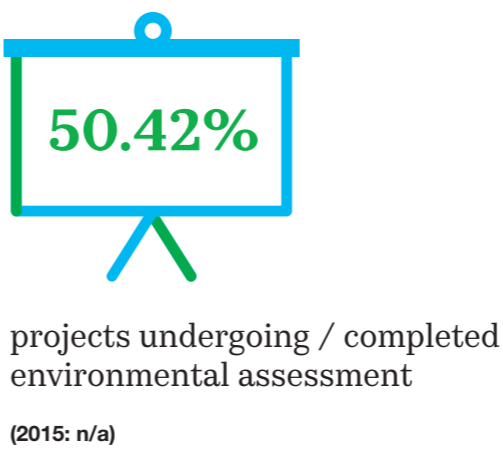
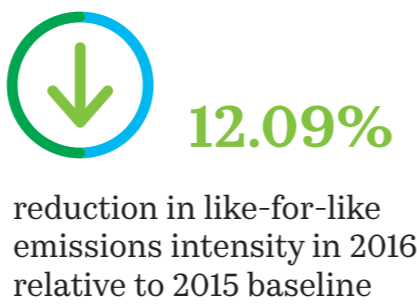
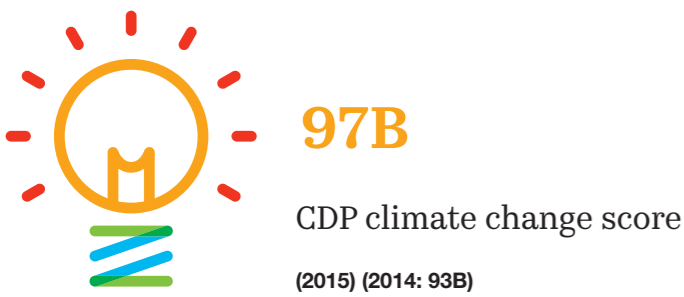
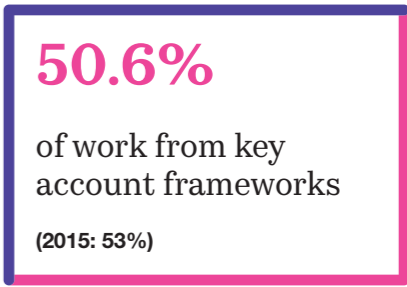
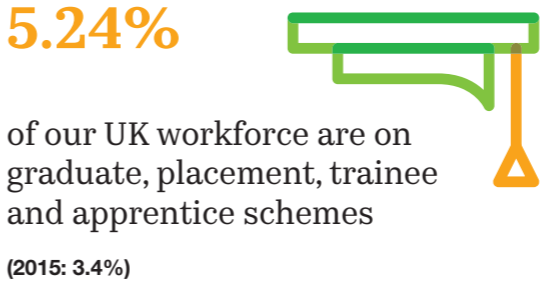
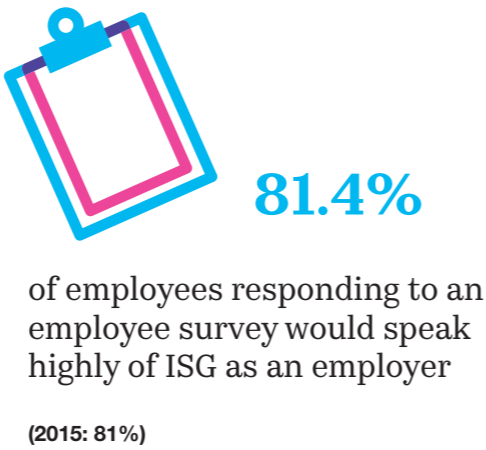
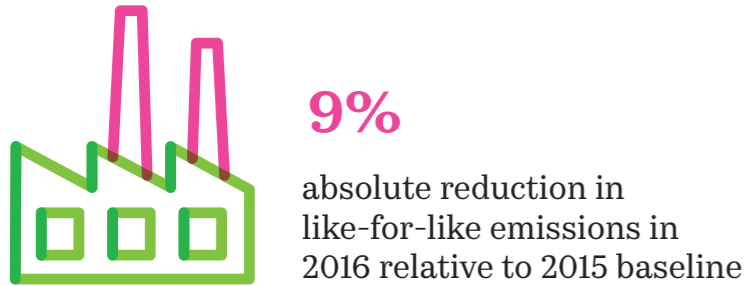
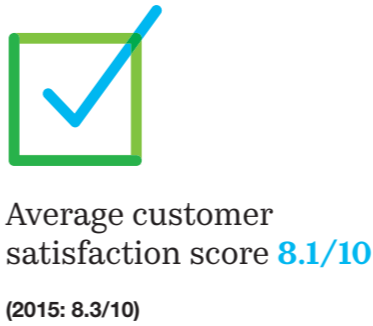
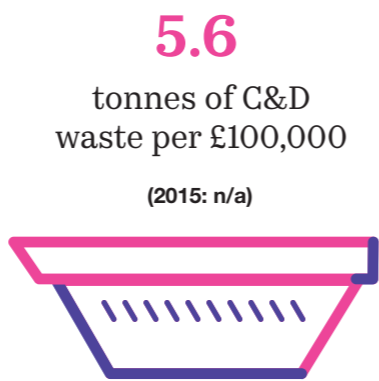
5% reduction (2014/15 baseline) per £1m revenue by 2016/17

0

n/a - customer led

* Since launching our 2020 Sustainability Vision in September 2013 we have been establishing meaningful and stretching targets for each area of focus. Where * is shown, we are still developing these targets. Where information is market-sensitive, targets are not disclosed.

Performance at a glance



People

We are passionate about ISG being a great place to work for all of our employees. We invest in our people through training and development opportunities, encourage employee health and well-being, offer a range of employee benefits and promote equality and diversity in all of our operations.

Performance at a glance:

- 23% of our employees globally are women (2015: 24%)
- 7.8% of our employees in the UK are from black, asian and minority ethnic (BAME) groups (2015: 5.5%)
- 5.24% of our UK workforce are on graduate, placement, trainee and apprentice schemes (2015: 3.4%)
- 81.4% of employees responding to an employee survey would speak highly of ISG as an employer (2015: 81%)
- Accident Incident Rate (AIR) 1.11 (2015: 1.71)

A great place to work for every1@ISG

Investing in our people

Investors in People (IiP) is an internationally recognised standard that defines what it takes to lead, support and manage people for sustainable results. ISG has been accredited to the standard for 16 years, and our most recent assessment puts ISG in the top 20% of over 15,000 companies that are accredited with IiP.

Employee health and well-being

As a construction services company, dedicated to creating an unbeatable customer experience, our people are at the heart of our business. We foster a team culture which is supportive, inspiring and fun.

We have been running a workplace health and well-being programme for our employees over the past year, focused on four building blocks. The programme introduces a new topic every month, including healthy eating, health at work, fitness, and balancing work and life.

We're also part of the UK government's Public Health Responsibility Deal having signed up to the Health and Well-being Pledge. By creating a supportive environment, we encourage everyone to take their health and well-being seriously and to participate in the programme. Our aim is to raise awareness on a number of topics, enabling our employees to make informed choices for a healthier lifestyle.

Later this year, we are launching a new initiative – the ISG You Day. This extra day off is intended solely for employees to do something for themselves. Whether it's for a developmental purpose, for relaxation, or to celebrate a family occasion, our employees are empowered to decide how they want to spend a bit more 'me' time.

ISG's benefits programme

We understand the importance of a work-life balance. So we've shifted the balance, more in our employees' favour, and have launched a wide range of new benefits. We're now celebrating the 'Best of the Best' with our annual Values Awards, starting the weekend early with a 16:00 finish on a Friday, providing employee discount schemes, and offering more support for our employees with a new and improved maternity and paternity package.



Promoting diversity

We know it's the diversity of our people that makes us better. 7.8% of our UK workforce is from black and minority ethnic groups (BAME) and 22% is female (global: 23%). While these figures are encouragingly above the respective UK industry averages of 4% (CITB, 2015) and 11% (UCATT, 2015), we are aware that there is more work to be done to improve the diversity of our workforce. In addition to this, and in accordance with upcoming UK legislation, we have begun to analyse whether there is a 'gender pay gap' within our operations. Once this piece of work is complete, we will have a better understanding of our current position, and how best to focus our efforts in 2017.

In the UK we have successfully maintained our 'two ticks' Positive About Disabled People accreditation from Jobcentre Plus for the third consecutive year. The accreditation recognises employers who have made commitments to employ, keep and develop the abilities of disabled employees.



Developing talent. Delivering futures.

Our graduate programme gives an exciting insight into the different roles and specialist areas available to employees – roles that are essential to deliver truly transformational places for people and businesses.

This year, ISG launched a new group-wide development programme for graduates, industrial placement students and trainees / higher apprentices. The new programme includes technical and soft-skills training delivered by experts, and rotations across core industry disciplines to increase experience and provide a solid foundation for a career in the industry. We also offer a group-wide induction and events through the programme for graduates, placements and trainees, to help them network and learn from their peers. Through their time on the programme the graduates experience ISG's culture first hand and develop a sound understanding of our key sectors and service offering.

ISG recognises the importance of a robust graduate programme, and has employed a dedicated in-house graduate manager to help launch and oversee these initiatives. "The new development programme will cover five behavioural and eight technical competencies, aligned with industry bodies to ensure we develop our graduates to a consistently high standard. We'll also have fully trained supervisors to focus on supporting ISG's graduates, placements and trainees throughout their programmes. We've taken our graduate programme to the next level and are giving our future leaders the chance to challenge themselves, learn from their peers and senior leaders, and ultimately, become leaders in the industry." Hannah Marsh, Graduate Programme and Learning Manager



The Academy

We encourage and reward great ideas. We constantly strive to improve by seeking new knowledge and skills, and are committed to developing our people by investing in training through the Academy. This year, we delivered 5,585 training days across the business, using high-quality and experienced trainers. We also had 974 employees take an anti-bribery training course in line with recent UK legislation, and 389 managers undertook training on ISG's new performance management system to help them improve their expertise as a line manager. In September 2016 we rolled out mandatory sustainability e-learning training to our employees globally.

"The Academy continues to develop the range of training and development opportunities provided to all our employees, and our supply chain, across a wide range of subject areas, and to create the very best learning environment which lays the foundation to help everyone at ISG develop their careers. This year we have seen the integration of new management programmes, team development programmes and technical training to build upon our already extensive training and development offering." Guy Fairweather, Head of Academy

Case study: Futures Group

Last year we launched a pilot scheme for the Futures Group – a concept to unite some of ISG’s brightest young minds to help create and implement innovative business solutions. Over 12 months, the team of ten worked together to solve a number of business issues, identify areas of opportunity and develop their personal and professional skills.

“I have enjoyed meeting nine other talented individuals across the business, as well as building relationships with them and the senior staff and directors at ISG. It’s shown me how supportive ISG is with future talent and promoting innovation.” Tamara Farnham, Senior Estimator

This year, we have expanded the initiative across the whole of the UK and continental Europe. The new Futures Group will have the opportunity to work on business challenges, present to a panel of cross-divisional business leaders, and help shape the future of ISG. They will also develop their own skill set, broaden their career opportunities and strengthen their network across ISG.



This year's Futures Group learning about ISG's new vision and core values

Five minutes with:
Tamara Farnham, Senior Estimator

My passion for the construction industry began ten years ago when I joined a main contractor as a receptionist and assistant to the estimating department. Almost instantly, I knew I was in the right place. I loved the fast-paced atmosphere and I easily fit in with the personalities the industry attracts. Within six months of joining, I enrolled to do the National Certificate in Construction, marking the starting point for my career in construction.

I joined ISG two years ago, and in that time I've completed my Foundation Degree in Construction, have been promoted to the role of senior estimator, and was part of ISG's first cohort of the Futures Group. And most recently, I've become one of a few graduate supervisors for the business.

The Futures Group played a major role in my career progression and development at ISG. I feel more confident in making business decisions, while the programme and training days have enhanced my skills. I've also developed great relationships with senior management and a number of stakeholders, and had the opportunity to present a business proposal to the board.

The biggest challenge our year faced was picking ideas that we could implement within the one-year programme. Being the first group, we wanted to be successful and to leave behind a legacy.

I learned a lot over the year with the Futures Group, but if I had to give one piece of advice to the 2016/17 group, it would be to know your team and work together. Joining forces and utilising

everyone's skill sets from different departments makes all the difference. And remember, teamwork makes the dream work!

Whether you're looking to join ISG as a graduate or you're already part of the team and want to explore your opportunities in the business, remember to always make the most out of the opportunity and relationships you form. Ultimately, you'll get out of it what you put in.

ISG promotes development and innovation within the business and has supported me in everything I strive to achieve. The business is a fun environment to work in and has many experienced professionals who are all happy to help with any queries or ideas you may have. As long as you show the right attitude and drive, the opportunity to further your career is right here.



A safe working environment

At ISG, one of our core values is to always care. To us, this means always taking pride in the quality of our work and demonstrating respect and care for the well-being, health and safety of our customers, our people, and our world. Our approach to health and safety is central to the way we work. Our commitment to excellence in this area is demonstrated by our global Accident Incident Rate (AIR) (calculated on the number of reportable accidents per 1,000 employees) which has continued to fall and is now 1.11 (2015: 1.71).

During the reporting period:

- 14,465 people worked on our projects daily
- 39,502,415 hours were worked
- 3,038,647 hours were worked in between having a major reportable accident.

Every year The Royal Society for the Prevention of Accidents (RoSPA) and the British Safety Council (BSC), two of the world's leading health and safety organisations, invite companies of all sizes from the full spectrum of work activities and from all over the world to enter the RoSPA and BSC safety awards. This year we gained five RoSPA President's awards (which are given for over 10 consecutive gold awards), 11 gold medals (given for achieving between five and nine consecutive gold awards), 13 gold awards and 10 silver awards. The BSC awarded seven projects a 'Pass with Merit', scoring between 86% and 96%, with one project receiving a 'Distinction' with an outstanding 98.33%.

Our commitment to excellence in the area of health and safety was again recognised at this year's RoSPA awards



Case study: Sword of Honour

In September 2015 we were awarded five stars by the British Safety Council for our work on a confidential project in The Nordics which recorded an AIR of 0.00.

A large proportion of work on the project is undertaken at height and despite local legislation not requiring edge protection below 2m, the team has implemented the same controls that can be found on all ISG projects in the UK, in full compliance with the Work at Height Regulations 2005 and the ISG Safety Management System.

Following the BSC award success, the project went on to win a 'Sword of Honour' award. The award recognises commitment to excellent health, safety and environmental management. Entries are adjudicated by an independent panel of chartered health, safety and environmental professionals. ISG was one of less than ten construction companies globally to receive the prestigious accolade.



Our project team in The Nordics was awarded the prestigious 'Sword of Honour'

Performance

ISG's future strategy is focused on providing an unbeatable customer experience. Although approximately 50% of the projects we deliver each year are for repeat customers, we know we can do better, and are currently undertaking a rigorous customer experience enhancement programme.

With the assistance of an external consultancy we have conducted research into all aspects of the customer journey. We have interviewed our own people, as well as a diverse group of customers and consultants, analysing how and where we exceed their expectations, but more importantly, how and where we can improve.

Based on their feedback we have developed a comprehensive programme that recognises positive actions, addresses areas for attention and makes sure we deliver an experience that delights customers and encourages them to work with us again and again.

Performance at a glance:

- Average customer satisfaction score 8.1/10 (2015: 8.3/10)
- 50.6% of work from key accounts frameworks (2015: 53%)
- Profit before tax (PBT) – not disclosed (2015: £7m)



Happy customers

Case study: Rebuilding lives at The Passage

In May 2016, the Duke of Cambridge officially opened The Passage homeless resource centre, an ISG refurbishment project that took nearly two years to complete. The royal visit marked the culmination of 18 months of careful planning, demolition, restoration, construction and fit out works in order to bring The Passage resource centre in Victoria, London, into the 21st Century. The Passage supports 200 people a day, all of whom rely on the charity to obtain basic needs like food, warmth, healthcare and shelter.

“Clearly this was more than just a building project for ISG... It was a great team and we all got on very well through the highs and the lows. In terms of expectations, we are thrilled with what we have ended up with.”
Mick Clarke, CEO, The Passage

The building’s new bright and airy spaces, modern kitchen, flexible conference facilities, new bedsits and NHS treatment rooms are a far cry from The Passage of old. The three original buildings on Carlisle Place, which make up The Passage, were built in the mid 1800s, and the buildings have



The Passage was completely refurbished, inside and out

always catered for the poor and the destitute in the community. The buildings functioned as both a school and an orphanage before The Passage took over in 1980, becoming the UK’s largest voluntary sector homeless resource centre.

ISG engaged in a huge design and build project, which would radically alter the internal structure and layout of the building. The project was challenging due to complex logistical issues,

neighbourhood relations, and a phased handover that involved creating temporary office space for The Passage’s staff, who continued to work throughout the refurbishment process.

“This job has been challenging in lots of ways... but it’s a quality product the customer is delighted with. It ticks all the boxes in terms of why people would want to employ ISG.”
Mark Kermack, ISG’s Project Manager



In May 2016, the Duke of Cambridge officially opened The Passage



The refurbishment of The Passage took nearly two years to complete

“This job has been challenging in lots of ways... but it’s a quality product the customer is delighted with. It ticks all the boxes in terms of why people would want to employ ISG.”

Mark Kermack, Project Manager

Sustainable growth

Our 2020 Sustainability Vision forms part of our wider sustainable business strategy. Through our efforts in areas such as resource efficiency, we are reducing our environmental impacts, while improving our bottom line. Our overall aim is to decouple environmental impact from economic growth.

During 2016, ISG moved from being a publicly listed company on AIM, to a privately owned company. As part of this move we are in the process of changing our financial reporting. This will include a shift to a calendar year reporting period, commencing January 2017. In line with this we will revise our key performance indicators.





Community

We are committed to having a positive impact on the communities in which we work. We do this by championing skills and employment initiatives, supporting local community organisations through volunteering and pro bono opportunities, and via our group charity partnership with leading humanitarian organisation, CARE International.

Performance at a glance:

- 39.2/50 average Considerate Constructors Scheme score (2015: 38.6/50)
 - 682 apprentice weeks supported
 - 805 students engaged through curriculum-engagement activities (2015: n/a)
 - £252,000 contributed to CARE International including 'in kind' donations (over two-year partnership)
-

Benefitting global communities



In 2014 we launched our first ever global charity partnership programme. A formal selection process began in March 2014 by inviting employees from across the group to nominate charities. We received 27 nominations, with 11 nominations fitting the judges' criteria. Next, our Group Sustainability Forum shortlisted three charities, and our MD Forum ultimately voted for CARE International. Partnering with CARE not only increased employee engagement and brought employees across the globe together in pursuit of a common goal, it also helped demonstrate our commitment to our communities, deliver our 2020 Sustainability Vision, and attract and retain the best talent.

Case study:
Partnership with CARE International

CARE International is one of the world's most effective humanitarian and development agencies. CARE works to help people in the aftermath of disasters, events that come from nowhere, leaving people stranded and desperate for support.

CARE is made up of a confederation of 14 member organisations. In 2013, CARE worked in 87 countries, supporting 927 humanitarian aid and development projects to reach more than 97 million people.

Our partnership with CARE made sense in a number of ways. First, CARE has a focus on construction via its emergency shelter team. After disaster, CARE is one of the first agencies on the scene. They work with local contractors, sourcing materials and building temporary homes until governments can implement long-term plans. At ISG, we strive to be the world's most dynamic construction services company, and with our specialist skills and support, we can make a real difference to people who have lost everything. CARE is also an international charity that can be supported by all of our offices around the world.

“Your support is vital, and allows us to deliver lasting change to the lives of poor and vulnerable people.”

Laurie Lee, CEO, CARE International UK

CARE partnership overview

Inputs

£165,000 fundraised
£87,000 'in-kind' through pro bono activity

Outputs

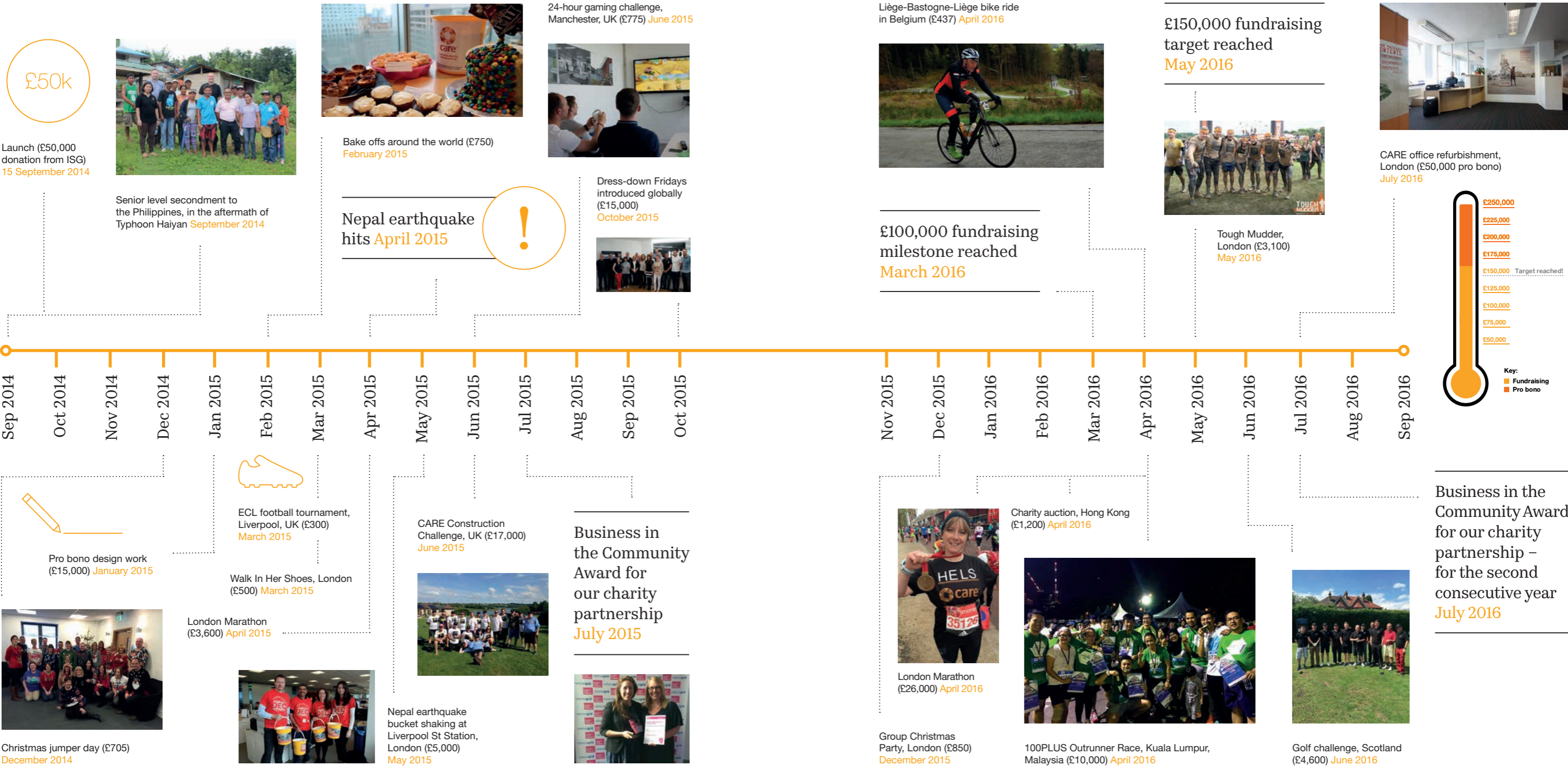
Here's just a glimpse of what our fundraising efforts have provided:

- 1,000 specialist shelter kits
- 1,000 family hygiene kits
- 500 water purification solutions
- 416 emergency latrines
- 178 winterisation kits

“I am thrilled to hear that ISG has surpassed its target of raising £150,000 for CARE International. Thank you to every member of staff who has been involved.”



Laurie Lee, CEO
CARE International UK



In the first two years of the programme, we have delivered over £1.3m worth of training, according to CITB figures.

Benefitting local communities

Our work for local communities has a threefold benefit. First and foremost, the people within those neighbourhoods benefit from the investment of the ISG business, whether through time, materials or donated expertise. Secondly, this takes place within the political context of austerity, where the voluntary and private sectors are expected to make up the shortfall in public service provision, and we go beyond being considerate neighbours to being a key player in the effective functioning of local communities, often as a result of customer demand. Thirdly, employees who participate in community investment activities find it innately rewarding and benefit from personal and professional development opportunities that they might not otherwise have experienced. This helps develop a committed workforce.

Whilst our teams support all manner of community activities, from litter picks, to volunteering in community gardens, to helping build homes, to flood clean-ups, we try to focus our efforts in a few key areas that generate social and economic outcomes: providing work experience for unemployed people and those in education, providing curriculum support, supporting apprenticeships and fundraising for ISG charity partners. Our aim is to help people achieve educational success and prepare them for the world of work, encourage young and old into construction as a great career choice, and robust way of supporting themselves and their families, and to support training and upskilling within the industry.



Students from Hartlepool College on a site visit to Headland Community Fire Station in Hartlepool



Sector Skills Jobcentre Plus candidates on a site visit to Wigan Town Hall



Case study: National Skills Academy

In 2014, the northern region of ISG's construction business achieved Construction Industry Training Board (CITB) National Skills Academy for Construction (NSAfC) status. In doing so, we committed to deliver 1,200+ training outputs for beneficiaries outside ISG, such as young people, unemployed people and the supply chain, over a three-year period.

In the first two years of the programme, we have delivered over £1.3m worth of training, according to CITB figures. This includes the creation of 35 apprenticeships, support for 154 people on work experience and enabling an additional 379 qualifications for individuals within the supply chain. This is a phenomenal performance considering that this training was not delivered on one mega-project, but on a range of 12 projects where the median value was £7m.

The outcome of this is that 196 businesses in the ISG supply chain have been engaged in training on our NSAfC projects, reflecting a significant impact in upskilling the industry and tackling the skills gap. We have worked with 84 education providers – encouraging young people into the industry and helping students achieve success by bringing their learning to life. We have helped 141 people towards employment either by enhancing their employability skills or directly through job creation.

Our programme has spearheaded a cultural change within the business that engaged 72 other organisations. In so doing, we have enhanced not only ISG's reputation, but that of the regional construction industry too.

Industry challenge	Beneficiary	Our commitment
Promoting construction as a career of choice	Students	▪ Work placements ▪ Curriculum support
Attracting new entrants	Unemployed	▪ Jobs created ▪ Apprenticeships ▪ Graduates
Upskilling the current workforce	Supply chain	▪ Supervisor training ▪ Advanced H&S training ▪ Leadership and management training ▪ Training plans ▪ National Vocational Qualifications (NVQs)

Our Armitage Primary School site in Manchester has provided work placements via the Construction Youth Trust

Case study: Working in partnership with City Gateway

We have been working in partnership with Tower Hamlets-based charity City Gateway in London since 2010. During this time we have provided 16 NEET (not in employment, education or training) apprenticeship placements to combat social exclusion and enhance access to employment opportunities. Our programme has a completion success rate of 87.5% (16% above the national average), and we have provided permanent employment opportunities for six apprentices within our business over that time.

In recent years we have grown the relationship with City Gateway to include volunteering and in 2016 were awarded 'Volunteer Group of the Year' at the City Gateway May Ball. Since 2014, 52 volunteers from 12 departments have volunteered with City Gateway supporting various initiatives including apprenticeship challenges, careers events and refresh works to the charity's Limehouse, London facilities.

"The work the ISG volunteers did last week was fantastic. We have not had any volunteers work as hard or be so competent doing the activities... all of the ISG volunteers were able to

get on with the work and got through much more work than we expected in one day! This made a huge difference to getting the centre ready on time, enabling us to focus on engaging and supporting the young people of Tower Hamlets throughout the summer when they are not in school." Stephen Brown, Corporate Partnerships Manager, City Gateway



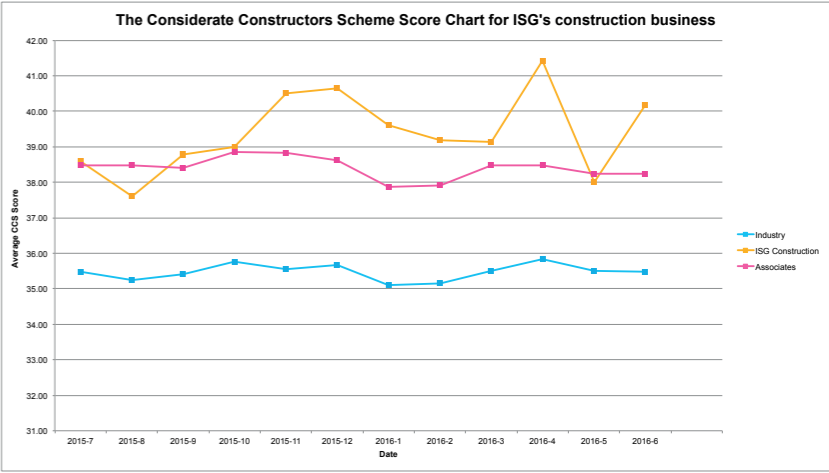
"The work the ISG volunteers did last week was fantastic. We have not had any volunteers work as hard or be so competent doing the activities..."

Stephen Brown, Corporate Partnerships Manager, City Gateway

Case study: Considerate Constructors Scheme success

The Considerate Constructors Scheme (CCS) is a non-profit-making, independent organisation founded in 1997 by the construction industry to improve its image. ISG's construction business is a founder member and was one of the first Associate Members when this membership was introduced in 2003. The business continues to outperform both the industry and our fellow associate members, scoring on average more highly in all categories. The UK's most considerate sites were revealed at the CCS National Site Awards 2016. ISG received a total of 15 awards including a gold award for the new headquarters for TTP – a Leeds-based healthcare software developer. The CCS awards recognise the highest performing sites with excellent standards of consideration towards their neighbours, their workforce and the environment.

Edward Hardy, Chief Executive of the Considerate Constructors Scheme, commented: "Congratulations to each and every site receiving a 2016 National Site Award. Every year, the Scheme is taken aback by the many different ways contractors demonstrate their considerate credentials. This year has been no exception, with project teams across the UK serving as beacons of best practice."



Award-winning projects:

Project	Award
TPP New Headquarters, Leeds	Gold
Exhibition Centre Liverpool	Silver
Essa Primary School, Bolton	Silver
Optegra, London	Silver
Wigan Town Hall	Silver
2 Pancras Square, London	Bronze
Adelphi Project, London	Bronze
Cluny Bond Phase 2, Scotland	Bronze
Elm Wood Primary School, London	Bronze
Exchange Quay Building 1 refurbishment, Manchester	Bronze
Harlesden Primary School, London	Bronze
Marley Park Community Fire Station, Sunderland	Bronze
Oakfield Primary School, Barry, South Wales	Bronze
Petroc College, Barnstaple, North Devon	Bronze
UWE Faculty of Business and Law building, Bristol	Bronze

Environment

Our environmental strategy focuses on three key areas: reducing waste, reducing emissions and protecting our planet. We are committed to targeting the root cause of our impact, rather than simply minimising any effects.

Performance at a glance:

- 5.6 tonnes of construction and demolition (C&D) waste per £100,000 revenue (2015: n/a)
- 92.5% waste diverted from landfill (2015: n/a)
- 97B CDP climate change score (2015) (2014: 93B)
- 15,171.62 tonnes CO₂(e) (2015: 8,213.48 CO₂(e) – note, emissions are not like-for-like due to increase in Scope 3 reporting in 2016)
- 9% absolute reduction in like-for-like emissions in 2016 relative to 2015 baseline
- 12.09% reduction in like-for-like emissions intensity in 2016 relative to 2015 baseline
- 7 reportable environmental incidents (2015: 0)
- 50.42% projects (by turnover) undergoing / completed environmental assessments (2015: n/a)

Reducing our waste

We have spent the past two years building up an accurate picture of waste generated on our projects. We now have robust monitoring and reporting processes in place across the UK, and in the reporting period, produced 5.6 tonnes of construction and demolition (C&D) waste per £100,000 revenue and diverted 92.5% from landfill. While this diversion from landfill figure falls short of our 95% target, our efforts in the period have been on reducing the tonnage of waste produced. Going forward, we will be reviewing our waste KPIs and it is likely that we will report construction waste per £100,000 revenue only, rather than C&D waste, as we have limited control over the tonnage of demolition waste produced.

ISG spends approximately 1% of annual turnover on waste management. This figure does not take into account the hidden costs of waste including labour and disposal of unused materials. In order to reduce waste production, and improve our bottom line, we launched a waste reduction campaign across the UK in December 2015.

We have developed specific action plans to combat the amount of time, money and materials being wasted every year.

These include:

- Piloting waste reduction initiatives on selected sites / offices
- Holding 'designing out' waste workshops
- Engaging with the supply chain to determine root cause and areas of focus
- Running inter-site competitions around waste management
- Raising awareness of the shared responsibility for reducing waste of all site-based and office-based employees.

Alongside these bespoke plans we have asked all project teams to:

- Conduct toolbox talks on waste reduction and management
- Follow our waste best-practice guidelines.

We also produced material for our office-based employees on reducing waste in an office environment.

Combined with the above efforts, we have continued to work on improving waste reporting. In line with this, we now have an accurate baseline against which to benchmark our waste reduction efforts.



Case study: Working with our supply chain to design out waste

Minimising waste can be challenging when many products come in standard ‘off the shelf’ sizes from manufacturers. Without a large enough project to warrant a commercially viable, bespoke run of materials from the production line, you can be left with a significant proportion of excess material.

Across the industry we need to employ a more intelligent approach to design and construction to improve resource efficiency, which in turn can have a positive knock-on effect in cost reduction, reducing health and safety risks from on-site cutting / fabrication, and enhancing programme delivery.

On a project for a private developer in West London, we have been trialling a new approach to ‘designing out waste’. Employing a collaborative process with the customer and design team, during pre-construction we challenged design efficiency and identified reuse opportunities for materials from the customer’s demolition contractor. We subsequently took the design and developed it further with our trade contractors to mitigate waste production on site.

One successful example of this has been the collaboration we have cultivated between the drylining and ceiling contractors. Through the subcontract tender process, each trade was tasked with completing a designing out waste exercise to identify opportunities to improve reuse and recovery, waste-efficient procurement, prefabrication, and on-site material optimisation. By considering all aspects of the works package, the drylining contractor has reduced its waste from a previously estimated 15%, down to just 5% of materials brought to site.



Pallets stored, ready for collection and reuse



Plasterboard waste has been minimised by reusing off-cuts for first-fix patressing on internal walls and ceiling bulkheads

This has been achieved through the following:

- Reuse and recovery: all of the original metal stud from the strip out phase was carefully deconstructed and retained for reuse in the new internal partitions. Perimeter bulkheads have also been retained rather than replaced. The temporary site welfare facilities have been established using reused door sets from another ISG site after its completion, and these will be retained and sent on again to another project.
- Waste-efficient procurement: by meticulously analysing the distribution of material sizes and expected off-cuts, the number of plasterboard sheets brought to site has been minimised. This has been achieved by identifying the off-cut sizes from wall lengths that can be reused for smaller areas such as non-standard width column casings, and reparations to ceiling bulkheads after builders’ works and mechanical and electrical installations.
- Prefabrication: the majority of ply sheets and timber battens have been cut to size off site. Some on-site cuts made have provided materials for use by other trades.
- On-site material optimisation: while standard size plywood, plasterboard and new metal studs were required, waste has been avoided wherever possible by setting out first-fix layers to reuse off-cuts for pattressing and additional acoustic barriers. Studs have also been overlapped rather than cut down, mitigating any metal off-cuts and providing additional strength to the final structure. Some excess plywood has also been used as socket carcasses for the electrical installations. The materials within the walls of the temporary welfare and office areas will also be reused in some of the final partitions or sent on to another ISG site for reuse again.



“Pre-construction meetings and daily task briefings with our operatives, with firm emphasis on the goals and techniques we planned to employ, proved key to our waste reduction success.”

Paul Campbell, Project Manager, London Drywall

As part of our wider focus on waste minimisation across the business, we will be taking the lessons learned from this project to share and inform best practice across our entire supply chain.

“One of the main challenges we have experienced throughout the ‘designing out waste’ and build process has been the re-education of our workforce. A fresh approach to our construction techniques and storage methods was required throughout our site team from fixing personnel to labourers. Pre-construction meetings and daily task briefings with our operatives, with firm emphasis on the goals and techniques we planned to employ, proved key to our waste reduction success. Working alongside the ceiling contractors on site also proved to be a very effective exercise. The reuse of many of our plasterboard off-cuts for items such as sprinkler patresses and margin upstands during their elements of install has made a noticeable impact. Moving forward from this project, London Drywall is implementing mobile plasterboard off-cut storage areas as a standard company practice and we are in the process of educating our wider workforce of the systems and techniques which have contributed to the success we have experienced here.” Paul Campbell, Project Manager, London Drywall

Case study: Reducing waste in the retail banking sector

In line with our waste campaign, three waste pilots in the retail banking sector were carried out. They aimed to highlight opportunities for decreasing waste production, and in turn identify areas where cost could be reduced as an additional direct benefit.

In total, across the three pilots, we succeeded in diverting approximately 30 tonnes of waste furniture from landfill. Of the 30 tonnes approximately 12 tonnes was either reused or donated to charity, with the remaining 18 tonnes being recycled. On one pilot, the result of uplifting and / or retaining furniture which would have otherwise been placed in a skip, resulted in an 11% saving in the expected cost of waste management and a saving of 16,052kg CO₂(e).

The findings prove that waste reduction is realistic and can deliver tangible financial benefits for ISG. Therefore our overall aim is not only to manage our waste more responsibly but to prevent it from being produced in the first place, in turn minimising our impact on the environment and reducing the associated financial costs.

Reducing our emissions

We have made excellent progress on emissions reduction in the period, with a like-for-like absolute emissions reduction of 9% and an emissions intensity reduction of 12.09%. In our 2015 Sustainability Report we reported an emissions intensity of 5.54 tonnes CO₂(e) per £1m revenue which is now restated as 5.04 tonnes CO₂(e) per £1m revenue. The intensity figure has been updated in accordance with 2014/15 turnover which was not available at the time of the report (2013/14 turnover was used). The intensity figure stated in this report of 4.43 tonnes CO₂(e) per £1m revenue is based on 2015/16 turnover.

Transparency and reporting

We have robust monitoring and reporting procedures in place for greenhouse gas emissions and report on the business risks and opportunities of climate change via CDP's disclosure programme.

We have voluntarily responded to the CDP climate change programme for the last three years. In 2015 we achieved a score of 97B. CDP is an international, not-for-profit organisation. It works with investors to motivate companies to disclose their environmental impacts and take action. The annual climate

change questionnaire is issued on behalf of 822 institutional investors including banks, pension funds, asset managers and insurance companies.

We have taken the step to report our global emissions in anticipation of any decision by the UK Government to extend mandatory GHG emissions reporting regulations, introduced in 2013 for quoted companies to all large companies.

2015 CDP climate change response

ISG disclosure score: 97 Average of responding companies: 84	Disclosure Score (0-100): the quality and completeness of a company's response (not a measure of a company's performance in relation to climate change management)
ISG performance band: B Average of responding companies: C	Performance Band (A, A-, B, C, D, E): looks at actions in the reporting year that contribute to climate change mitigation, adaptation and transparency

Methodology

We quantify and report emissions according to the internationally recognised Greenhouse Gas Protocol. In order to continuously improve the reporting of our climate impact, all emissions included in the table have been independently verified by Carbon Credentials Energy Services Ltd and are covered by an assurance report which is available in full on our website. Verification activities were performed in accordance with ISO 14064-3:2006. The reporting period is defined as 1 April 2015 to 31 March 2016.

The following table provides a summary of our 2015/16 emissions. Tonnes of carbon dioxide equivalent = tonnes CO₂(e)

Scope 1	102.90
Scope 2	0
Scope 3* (location based)	15,068.72 (of which 3,105.9 is from purchased electricity reported using the location-based approach)
Total tonnes CO ₂ (e)	15,171.62
Tonnes CO ₂ (e) per £1m revenue	4.43

* ISG takes the financial control approach to the consolidation of its organisational boundary. ISG leases all of its offices and equipment with the exception of a small number of owned cars; these leases are all operating leases. According to Appendix F to the GHG Protocol Corporate Standard on the categorisation of GHG emissions associated with leased assets, emissions from leased assets under operating leases (i.e. not finance / capital leases) should be categorised as Scope 3 under the financial control approach. As such ISG does not have any Scope 2 emissions.

Reporting boundary and limitations

We consolidate our organisational boundary according to the financial control approach and have adopted a materiality threshold of 5% – meaning we are confident that our reported emissions are accurate to within 5% of the total figure stated. We have reported all material emission sources using the UK Government Conversion Factors for Company Reporting 2015.

The GHG sources that constitute our operational boundary for the 2015/16 reporting period are:

Scope 1 emissions:

- Emissions from fuel combustion within owned vehicles.

Scope 3 emissions:

- Upstream transportation and distribution
 - Emissions from the upstream and transportation products purchased by ISG between its suppliers and its own operations (in vehicles and facilities not owned or controlled by ISG) in the UK
- Waste generated in operations
 - Emissions from waste generated in UK operations (from project sites only)
- Business travel
 - Emissions from business travel (fuel purchased for all leased vehicles and grey fleet)
- Upstream leased assets
 - Emissions from combustion of gaseous fuels within upstream leased assets or rented buildings / facilities
 - Emissions from electricity purchased for all upstream leased or rented buildings.



We have set ourselves a target of reducing emissions by 5% per £1m revenue by 2016/17 and 15% by 2019/20. To date we have achieved a 9% absolute reduction in like-for-like emissions and reduced our emissions intensity by 12.09%.



Adopting the financial control approach to consolidating our organisational boundary means that electricity emissions are not categorised as Scope 2, which reflects the nature of our business as a contractor operating many leased assets. For example, electricity emissions from leased offices occupied by our employees are categorised as Scope 3.

Targets and progress

2014/15 is our baseline year. We have set ourselves a target of reducing emissions by 5% per £1m revenue by 2016/17 and 15% by 2019/20.

To date we have achieved a 9% absolute reduction in like-for-like emissions and reduced our emissions intensity by 12.09%.

Reduction activities

We reduce emissions in the UK through the following activities:

- Increasing availability of video conferencing and other web-based communication within our offices in order to decrease emissions from business travel
- Reducing the number of owned vehicles and encouraging business units to use leased vehicles which are often significantly more fuel efficient
- Using 'power cubes' (hybrid battery systems) on our project sites to reduce diesel consumption
- Procuring renewable energy for our regional offices and temporary site accommodation. Our energy supplier ensures that the energy we use is matched by energy generated from a 100% renewable source.

Case study: Advanced Manufacturing and Engineering Incubator, Warrington

This project involved the design and construction of a new Advanced Manufacturing and Engineering Incubator facility for Warrington Borough Council. Designed to provide high-quality and flexible workspace for start-up businesses, the five-storey building included a Cat B fit out and features contemporary office accommodation and advanced manufacturing and engineering facilities for up to 100 businesses. The development was part-funded by a £1.7m European Regional Development Fund grant, and was the first phase of the council's £190m Stadium Quarter master plan, kick-starting the regeneration of this strategic area in the town centre.

Project aims:

- To design and construct a building that would boast impressive sustainability credentials and achieve a BREEAM Excellent environmental rating
- To provide exceptional socio-economic benefits to the local community throughout design and construction, in order to maximise the regional social benefits and long-term legacy
- To utilise the skills and expertise of the local supply chain to deliver the project, supported with a Supply Chain Open Day for local companies to find out more about trade packages.

Project achievements:

- A BREEAM Excellent environmental performance rating, achieved through the use of advanced building materials, highly efficient mechanical and electrical systems and a roof-mounted photovoltaic (PV) installation, to generate emission-free electricity

- An impressive Energy Performance Certificate (EPC) of 'A', which is the highest possible energy-efficiency rating, creating a reduced demand for energy therefore reducing carbon
- 70% of the workforce lived within 30 miles of the site
- Over delivery of the KPI targets within the North West Construction Hub (NWCH) audited Employment & Skills Plan (ESP)
- The development of a previously derelict and unused space to create an impressive building constructed from the highest quality materials
- Excellent feedback from the client's project manager and partner for growth, Warrington & Co., with Director, Charles Goodall, commending ISG's professionalism: "As the project manager of the Stadium Quarter, on behalf of the Council, I would have no hesitation in recommending ISG's construction team. I have over 25 years' experience in property development and consider ISG to be one of the best contractors I have worked with."

Environmental benefit

ISG delivered a BREEAM Excellent-rated building which provides exceptional environmental benefit to the client and local community. An impressive BREEAM score of 78.7% exceeded the benchmark by 8.7%. This rating was achieved through the use of advanced building materials, highly efficient mechanical and electrical systems and a roof-mounted PV installation, to generate emission-free electricity. The PV cells allow heat to circulate easily which helped to achieve an air permeability rating of 2.73.

The building also obtained an impressive EPC rating of A (16), reflecting its excellent environmental efficiency. In fact, the Incubator emission rate is 9.55 kg CO₂/sq m, which equates to a saving of around 223 tonnes of CO₂ per year compared with an average D-rated office building.

The AMEI building in Warrington provides office accommodation and advanced manufacturing and engineering facilities for start-up businesses

"I would have no hesitation in recommending ISG's construction team. I have over 25 years' experience in property development and consider ISG to be one of the best contractors I have worked with."

Charles Goodall, Director, Warrington & Co.



Innovation

The project employed innovative solutions during design and construction, which will result in energy and environmental savings during operation:

- Power Cubes were adopted for 22 weeks allowing fuel savings of 21,247 litres that would have been used to power the generator, equating to 57 tonnes of CO₂. They work by connecting into the site generator to help reduce hours of operation. Ultimately its operation of four hours per day resulted in noise reduction and cost savings of £5,000
- An energy-efficient Structural Insulated Panel System (SIPS) was installed resulting in reduced air leakage, fewer noise penetrations, significantly lower energy bills and reduction in CO₂ emissions
- Our sustainable procurement plan resulted in 73% of material deliveries coming from within a 25-mile radius of site, generating a CO₂ saving of over two tonnes
- Installation of attenuation tanks allowed for rainwater recycling
- 54% of the total contract sum was spent and retained in Warrington.

Protecting our planet

As a responsible business ISG is keen to work with customers who take their environmental responsibilities seriously, who both understand and endeavour to minimise the global impacts of their business activities, and challenge their supply chains to keep up.

We relish opportunities to deliver projects that push the boundaries of what is ‘sustainable development’. Working collaboratively with our customers, design consultants and supply chain is an opportunity to continually learn and improve our own business performance, while reducing the environmental impacts of the wider industry.

We ensure the lessons learned on these projects contribute to developing more sophisticated management systems that drive best practice across our business, improve resource efficiency, responsible procurement, and sustainable product selection e.g. those with higher recycled content, lower embodied carbon or healthy product declarations that contain fewer harmful chemicals and Red List substances.

Rising to the challenges posed by the growing number, and complexity, of environmental assessments, we are committed to continually developing our capabilities, and those of our customers, consultants and suppliers within our sphere of influence.

In the last year we have delivered projects targeting the following assessment standards:

- BREEAM
- LEED
- Ska
- WELL Building
- FSC® Certification (Sourcing responsible forest products)
 - 5 Broadgate (FSC-P001626)
 - 80-100 Victoria Street (FSC-P001664)
- Carbon profiling



Case study: continuing to lead in delivery of Ska assessments




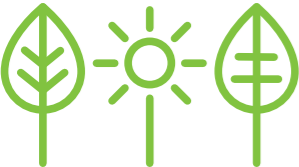
In 2012 we delivered our first RICS Ska assessment and since then the business has continued to be a major player in the delivery of assessments in the retail banking sector. ISG has a number of in-house accredited retail and office assessors who have extensive experience of certifying projects for some of our principal customers. In addition we also work closely in collaboration with the sustainability and design team at a leading high street bank to align its design specifications with Ska criteria. The strategic approach being taken in this case ensures that all Ska-assessed projects are delivered to a standard which meets the requirements of Ska.

Over the past four years ISG has certified a total of 141 Ska assessments, 117 of which have been awarded a ‘Silver’ rating, plus an additional 23 ‘Bronze’ and one ‘Gold’ rating. Of these assessments, 54 have been certified on behalf of other contractors.

To support our customers in obtaining the highest Ska rating, ISG manages the entire assessment process from the project design stage through to assessment completion by acting as the assessor. ISG implements waste management procedures and other on-site management requirements and ensures compliance in all areas of procurement including timber certification and the purchasing of environmentally sound products and materials.

We continue to work alongside our customers to improve their design specifications in order that our Ska projects achieve the highest possible rating. In doing so ISG is, and will continue to be, an industry leader in the delivery of Ska retail consultancy services, enabling us to continue and enhance relationships with our customers.



	Goal	Performance measure	2015/16 Target	2015/16 performance		2014/15 performance		Business unit reporting measure
<div>People</div> <div></div>	A great place to work for every1@ISG	% graduates / undergraduates ¹	-	5.24%		3.4%	↑	FO&ES ⁷ UK Retail UK Construction
		% employees 'proud to work at ISG' ²	90%	83.1%	●	81%	↑	FO&ES ⁷ Retail inc. UK, Italy, France, Spain, South Africa
		% women	-	23.3%		24%	↓	All global
		% ethnic minorities (UK only)	-	7.8%		5.5%	↑	FO&ES ⁷ UK Retail UK Construction
	A safe working environment	Accident Incident Rate (AIR)	1.99	1.11	●	1.71	↓	All global
<div>Performance</div> <div></div>	Happy customers	Customer satisfaction /10	8/10 (or equivalent for framework customers)	8.1/10	●	8.3/10	↓	FO&ES ⁷ UK Construction Asia
	Sustainable growth	Profit before tax (£) ³	-	n/a		£7m		n/a
		% work from key accounts / frameworks	-	50.6%		53%	↓	All global
<div>Community</div> <div></div>	Benefitting local communities	Average Considerate Constructors Scheme score (UK)	Above industry average (35.4/50)	39.1/50	●	38.6/50	↑	FO&ES ⁷ UK Retail UK Construction
		No. apprentice weeks ⁴	-	682		n/a		FO&ES ⁷ UK Retail UK Construction
		No. students engaged through curriculum-engagement activities and work placements ⁵	-	875		n/a		FO&ES ⁷ UK Retail UK Construction
	Benefitting global communities	£ donated / fundraised / pro bono value	£150,000 for Group charity partner over two years	Fundraising: £165,000 Pro bono: £87,000	●	n/a		All global
<div>Environment</div> <div></div>	Reducing our waste	Overall tonnage of construction and demolition waste per £100,000 revenue	Improve reporting to determine accurate baseline	5.6T	●	n/a		FO&ES ⁷ UK Retail UK Construction
		% construction waste diverted from landfill	95%	92.5%	●	n/a		FO&ES ⁷ UK Retail UK Construction
	Reducing our emissions	Scope 1,2,3 greenhouse gas emissions	5% reduction (2014/15 baseline) per £1m revenue by 2016/17	12.09% reduction	●	n/a		All global
	Protecting our planet	No. reportable environmental incidents	0	7	●	0	↑	FO&ES ⁷ UK Retail UK Construction
		% projects by revenue undergoing environmental certification ⁶	n/a - customer led	50.42%		n/a		FO&ES ⁷ UK Retail UK Construction

¹ **Definitions:** graduates join ISG after completing their undergraduate (or postgraduate) degree. They join a two-year internal development programme where they receive comprehensive training and development | placement students join ISG for a year during their university degree course | trainees (including apprentices) are those who complete their study for a qualification alongside working for ISG and we sponsor the cost of their course.

² **Different questions used in two separate surveys:** 'I would highly recommend ISG as an employer to people outside' or 'I would recommend our company to new employees'.

³ See page 27.

⁴ **Original KPI:** 'No. apprentices (direct or via supply chain)' has been amended to 'No. apprentice weeks' to provide a more accurate picture of apprentice activity.

⁵ **Work placements:** placements have been included in this KPI (originally stated as 'curriculum-engagement activities' only).

⁶ **Original KPI:** '% projects by revenue completing environmental certification' has been amended to '% projects by revenue undergoing environmental certification' to give a more accurate reflection of the proportion of work this represents.

⁷ **FO&ES:** Includes UK Fit Out, Engineering Services UK and Engineering Services Continental Europe.

Follow our progress

We've made fantastic progress on our 2020 Sustainability Vision so far, and as always, we're committed to improving our sustainable impact moving forward. Our new values support our vision to become the world's most dynamic construction services company, delivering places that help people and businesses thrive, and we always care for each other, our customers and our communities. Keep up to date on our progress by visiting our website and social media channels.

Follow @ISGplc





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