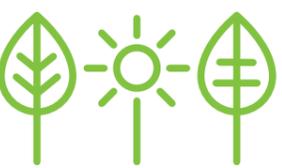


2021 Sustainable Business Strategy – targets

				Targets				
Sustainable business goals	Corporate business goals	UN Sustainable Development Goals	Performance measures (KPIs)	2018	2019	2020		
People 	An unbeatable employment experience	Drive revolutionary change in the industry	5 Gender equality	% senior population from under-represented groups ¹	develop strategy for implementation	11%	12%	
			10 Reduced inequalities					
	A safe working environment	Offer an unbeatable employment experience		8 Decent work and economic growth	Employee engagement score	>80%	>85%	>90%
				3 Good health and well-being	% employees proud to work at ISG	>90%	>90%	>90%
				Accident Incident Rate (AIR)	<1.99	<1.99	<1.99	
Performance 	The best customer experience	Provide the best customer experience	8 Decent work and economic growth	Average customer satisfaction score	8.6/10	8.8/10	9/10	
					Net Promoter Score (NPS)	+25	+30	+35
	Sustainable growth	Drive revolutionary change in the industry		Underlying EBTA (Earnings Before Tax and Amortisation)	£30m	£40m	£50m	
				% revenue from repeat customers ²	55%	60%	65%	
				% spend through ISG's strategic supply chain ³	60% UK FO/ES 51.2% UK CON	60% UK FO/ES/CON 51.2% UK Retail	60% UK-wide	
Communities 	Benefitting local and global communities	Offer an unbeatable employment experience	11 Sustainable cities and communities	£ donated / fundraised / pro-bono value	>£100k	>£100k	>£100k	
			4 Quality education	No. apprenticeship weeks	>1,759	>1,935	>2,128	
					No. of students engaged through curriculum enhancement activities and work placements	>803	>884	>972
			Provide the best customer experience	11 Sustainable cities and communities	Average Considerate Constructors Scheme Score (UK)	≥38/50	≥38/50	≥38/50
Environments 	Reducing our waste	Achieve optimal operational efficiency	12 Responsible consumption and production	Overall tonnage of construction waste per £100,000 revenue (UK)	<2.89T	<2.74T	<2.61T	
				15 Life on land	% construction & demolition waste diverted from landfill	≥96%	≥97%	≥98%
	Reducing our emissions		7 Affordable and clean energy	Scope 1, 2 and 3 greenhouse gas emissions (tCO ₂ e)	<14,913	<14,393	<13,699	
			13 Climate action	(reduction against 2015 baseline)	(14%)	(17%)	(21%)	
	Protecting our planet		Provide the best customer experience / drive revolutionary change in the industry	14 Life below water	No. reportable environmental incidents	0	0	0
				15 Life on land				
		9 Industry, innovation and infrastructure	% projects (by revenue) completed to industry recognised environmental assessment certification standards	Customer-led				

¹ Senior population defined as band 7 and above

² Revenue from repeat customers has been redefined as repeat work for customers within three years of a previously completed project, across all geographies and sectors

³ Strategic supply chain partners are those with whom ISG has framework agreements in place