




Our strategic framework

Deliver profitable growth from secularly attractive end markets
 Invest in technology and engineering for competitive differentiation
 Implement mission-critical solutions within long-term customer partnerships

PRIORITY	ELEMENT	KPIs/TARGETS	
 Growth	Secularly attractive end markets	Organic revenue growth Target 4–6%	EPS growth Target 7–10%
	Leading businesses	Operating profit margin Target 18–20%	
	Customer relationships	Organic revenue growth EPS growth	Operating profit margin
 People	Purpose and Values	Employee engagement Target upper quartile score (75+)	
	High performance culture	Employee engagement Recordable incident rate Target <0.4	
 Execution	Invest behind growth	Organic revenue growth EPS growth	Gross vitality Target 30%+ ROCE Target 15–17%
	Operational excellence	ROCE Operating profit margin Operating cash conversion Target ~100%	Net Zero Target Scope 1 & 2 by 2040 Target Scope 3 by 2050