

# CSR Policy

2024

Building  
a sustainable  
future





  
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# Introduction

Running a business in a responsible manner is essential for the continued development of a sustainable business for present and future generations. At Kirby, we believe that Corporate Social Responsibility (CSR) goes well

beyond our environmental impact. It is about incorporating our values into our workplace, the community, the market place and the supply chain in which we operate in.





# OUR CULTURE, PURPOSE, VISION & CORE VALUES

# OUR CULTURE

## CULTURE REINFORCES WHAT IS IMPORTANT IN KIRBY

“A culture committed in always delivering on our promise to our clients, employees, suppliers, environment and local communities.”

*Mark Flanagan, Chief Executive Officer*

# OUR VISION

WE ASPIRE TO BE THE MOST TRUSTED PROVIDER OF HIGH-VALUE ENGINEERING AND CONSTRUCTION SERVICES.

# OUR PURPOSE

CREATING AND SHARING VALUE THROUGH PROVIDING OPERATIONALLY EXCELLENT MECHANICAL AND ELECTRICAL ENGINEERING AND CONSTRUCTION SERVICES, WHILE CONTINUOUSLY FOCUSING ON BUILDING SUSTAINABLE PARTNERSHIPS BY ALWAYS DELIVERING ON OUR COMMITMENTS.

# OUR VALUES

OUR VALUES ILLUSTRATE THE HIGH STANDARDS TO WHICH WE ALL MUST OPERATE.

## PEOPLE

We truly value our people and invest in their development.

## SAFETY

We ensure our people go home safely every day.

## QUALITY

We are proud of the quality of the projects we deliver.

## DELIVERY

We always deliver on our promise and go the extra mile for all our clients.

## VALUE

We are honest, fair and reasonable in all our transactions.



# Our Aim

The aim of Kirby CSR Policy is to provide a clear understanding of how we, as a company, recognise and manage the influence we have on our stakeholders.

This policy, in conjunction with our Business Integrity Policy and Diversity and Inclusion Policy, provides the framework for sustainable and ethical business operations.

As a company, we strive to work together with our marketplace, to ensure that our activities promote long term sustainability, while minimising our impact on the environment. Our systems and processes support this goal through our EN ISO 14001 accreditation. We work closely with our design team partners and supply chain to identify and install products and services of the highest sustainability credentials. In addition, we hold EN ISO 9001 accreditation

and Achilles UVDB accreditation, which are externally audited annually and involve appraisal of our CSR efforts.

Our Strategy Maps and Scorecards, which are produced internally on an annual basis, provide a structure for continuous improvement. We also conduct internal quality audits of our support functions and projects, through our team of certified ISO 9001 QMS auditors, to ensure regulatory compliance in the regions we operate in. KPIs are used to periodically measure progress of our targets and are reported on annually.

Corporate Social Responsibility is an important part of our business. With that in mind, we aim to carry out our business operations in a manner consistent with best practices.



Kirby commissioned a sculpture at Limerick's Hunt Museum furthering our links to the local community.

1



Kirby is committed to ensuring that its business activities do not result in the pollution of the environment. At Kirby, we endeavour to educate each employee of their potential environmental impact, whilst carrying out their duties. We seek to minimise waste production, to encourage the recycling and reuse of materials where practicable, and to conserve energy where possible.

2



As a member of the engineering and construction industry, the health, safety and welfare of each employee is a priority that we must get right every time. We focus on developing our people and support further training programmes. We promote diversity and inclusion and we are committed to fair and ethical recruitment practices. We ensure equal opportunities exist for all and that a good work-life balance is promoted amongst all personnel. Our commitment to a positive, supportive workplace environment has been recognised with a platinum accreditation against the Investors in People Standard.

3



Kirby is a key stakeholder in our local communities and therefore shares some of the same concerns that others have within these communities. We continue our commitment through ongoing participation in various initiatives that promote social diversity and social inclusion within these communities. Furthermore, we continue to develop our relationships with third level institutions to deepen our community integration.

4



Kirby has built a strong reputation based on professional competence and respect in relation to client confidentiality. We endeavor to engage with all our stakeholders in a responsible manner and to obtain feedback from our clients so we can continually improve. We constantly track the external work environment and ensure adherence to any regulatory changes.

5



Kirby endeavours to procure products and services through a partnership approach ensuring best value and sustainability. We also work with our supply chain to ensure further value can be created and shared for the benefit of our customers and other stakeholders. We have made a commitment to ensure our suppliers, customers, and business partners fully understand and engage in our approach to overall business sustainability and share our responsibility towards the environment.





1

Our vision becomes reality by putting into action programs and practices that reduce the use of natural resources, promote energy efficient products and technologies and foster innovations and creative solutions that add value for our clients, communities and our planet.





# 1.1 Sustainability

Kirby aspires to be the most trusted provider of high-value engineering and installation solutions across all its sectors. We intend to provide this experience to our clients and customers, while simultaneously working to improve the environmental, social and governance aspects of the world in which we operate.

Our vision becomes reality by putting into action programs and practices that reduce the use of natural resources, promote energy efficient products and technologies, foster innovations and creative solutions that add value for our clients, communities and our planet.

We operate our professional activities and the management of our organisation in a way that enables all our people to realise their potential and improve their way of life, interacting with our communities while protecting and enhancing the earth's nat-

ural resources. We participate in local and national initiatives which positively impact social diversity and social inclusion within our workplace, supply chain and communities.

The Kirby ESG (Environment Social and Governance) committee was set up, led by the QEHS & Sustainability Director. Our key objective is to develop, implement and monitor our ESG strategy, building on our effective Corporate Social Responsibility (CSR) policy and to align with global and national regulatory requirements.

In 2023, we continued to measure our carbon footprint (Scope 1 & 2) for all our facilities and operations under our direct control. Organic growth has resulted in increased Scope 1 & 2 emissions. We completed our second CDP (Carbon Disclosure Project) submission and we have committed to setting our Near-Term targets as part of the Science Based Target Initiatives which we signed up to in 2023. We are

committed to developing our Sustainability Strategy and have partnered with EcoVadis to collaborate on sustainability. In 2022, we achieved a Bronze Sustainability rating for our first submission and are continuing to submit our report annually which is based on.

- Environment
- Labour & Human Rights
- Ethics
- Sustainable Procurement

Kirby participated in the 'UPFRONTCO2' project hosted by the Irish Green Building Council and partners who are developing a single Whole Life Carbon (WLC) model for the industry in collaboration with SEAI. This project will help the construction industry to work together on achieving reduced construction phase carbon emissions and future emissions from the life cycle of the buildings.

The Supply Chain Sustainability School is a collaboration between clients, contractors and suppliers who have a mutual interest in building the skills of their supply chain. Kirby is proud to be an active partner involved as one of the founding members of the school, helping pay for the School, so it's all FREE for our supply chain.



In 2023, we carried out our first assessment of our GHG Scope 3 emissions and will seek to establish and implement strategies to improve our overall performance.

With a focus on our sustainable practices, we strive to implement LEAN principles in all our operations; we measure our carbon footprint for our direct and indirect emissions, we strive to develop a sustainable supply chain focused on energy conservation, waste minimisation, recycling and pollution prevention. This results in reduced carbon and water footprints, financial savings, energy efficiency and employee stewardship.

We believe the development of sustainability within Kirby presents an opportunity for growth, competitive advantage and employment creation to the benefit of our employees, the local communities in which we operate, and with our stakeholders.

We have delivered a number of BREEAM (Building Research Establishment Environmental Assessment Methodology) and LEED (Leadership in Energy and Environmental Design) projects (see list on page 11).



Kirby's ESG Committee completed the Irish Management Institute's Transformational Leadership in Sustainability Programme.



RECENT PROJECT	LEED or BREEAM	STANDARD ACHIEVED
Lime Street	LEED	Platinum (Pending)
Confidential Data Centre	LEED	Gold (Pending)
Confidential 60MW Data Centre	LEED	Gold (pending)
Diageo 10kV upgrade	LEED & BREEAM	Platinum & Excellent
Arkle Road	LEED	Gold
Google, Gordon House	LEED	Gold
Analog Devices, R&D Building	LEED	Gold
IBM	LEED	Gold
Janssen BioCork 2	LEED	Gold
Boston Scientific Corrib	LEED	Gold
Astellas ARK 17	LEED	Gold
Hynes Building Galway (Metlife)	LEED	Silver
RDS Buildings, Dublin	BREEAM	Excellent
University of Hertfordshire (UK)	BREEAM	Excellent
Eli Lilly (UK)	BREEAM	Very Good

## 1.2 Environmental Impacts

At Kirby, we use pollution prevention and environmental best practices in all that we do. Our current activities do not exceed emissions to the environment covered by Environmental Protection Legislation. However, we are not complacent and remain committed to a high level of environmental protection and, where possible, enhancement. We endeavour to ensure that our business activities, our management objectives and meeting the needs of our customers does not result in pollution and negative impacts to the environment.

Kirby donated mixed fruit orchards to schools and community groups as part of Host in Ireland’s “Orchards in the Community” initiative. Orchards play a key role in providing an early food source for struggling bees. To help protect the bees and increase pollination, Kirby is part of 54 pled-

gers and over 90 schools and community groups planting in excess of 3,500 mixed fruit orchards all over Ireland.

Our target is to implement and continuously improve our ISO 14001 accredited system, which helps us to reduce our environmental impacts in terms of normal, abnormal and emergency conditions for:

- Waste - Minimisation, Recycling and Pollution Prevention as outlined in our Waste Policy
- Use of Raw Materials
- Nuisance, Litter, Odour & Visual
- Noise & Vibration
- Emissions to Atmosphere & Water
- Chemical & Hazardous Material Storage
- Energy Conservation.

# 1.3 Waste Management & Recycling

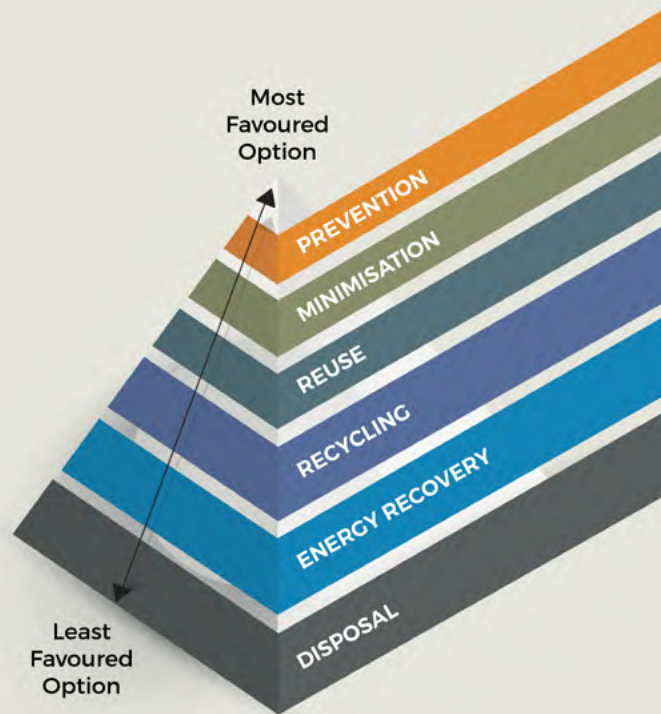
Kirby seeks to minimise the creation of waste by avoiding unnecessary wastage of materials and recycling materials that cannot be directly reused, as far as practicable. This philosophy of waste reduction is a key component in our supply chain. Where possible, we try to avoid re-usable materials from becoming waste and endeavour to ensure that any re-usable packaging is sent back to the supplier.

We have a policy of recycling unused / surplus materials on projects to be utilised on new projects. This is coordinated through the Kirby Plant & Tool Department and our dedicated facility to manage the reutilisation and distribution of those materials.

Kirby endeavours to use materials of recycled raw material origin, where possible, and to avoid the use of virgin raw materials. We seek to comply with our 'duty of care' for waste management and we will focus efforts on maximising the separation of waste materials to optimise reuse and recycling and to limit incineration and landfill of materials.

In addressing this statement, Kirby:

- Develops plans for waste prevention, recovery and disposal
- Utilises the principles of the 'waste minimisation hierarchy' – prevention, minimisation, reuse, and recycle, energy recovery and disposal
- Targets to prevent 90% or greater of our waste from entering landfill.



Waste Minimisation Hierarchy Diagram

# 1.4 Lean Construction

We are committed to implement LEAN principles to multiple business processes within our organisation to improve efficiency and reduce the levels of waste we produce, both, directly and indirectly. For example, Kirby, over the past decade, has invested heavily in a digitisation solution to assist in reducing unnecessary paper use across the business.

We use paperless solutions for procurement, for auditing and action tracking, for redlining field drawings

and for capturing project defects in the field. We are striving to create paperless offices and are continually investigating IT management systems that can facilitate the storage / sharing of our documents electronically.

All staff are required to comply with company policy regarding waste management and recycling, where the aim is to minimise waste creation, reduce the amount of waste disposal, actively participate in our recycling and lean improvement programmes and co-operating with internal and external stakeholders.







## 1.5 Energy Conservation

As part of the National European Energy Efficiency targets, a 50% reduction in non-ETS (Emission Trading Scheme) greenhouse gas emissions by 2030 is set. Kirby is committed to play their part in this agreement by reducing the organisation's energy related carbon emissions on a yearly basis. In 2023, we aligned our GHG emissions factors with the Science Based Targets initiative reporting requirements.

- Reporting carbon dioxide equivalents tCO<sub>2</sub>e, including greenhouse gases such as methane and nitrous oxide. This replaces the tCO<sub>2</sub> measurement previously.
- Reporting on market-based emission factors for Scope 2 greenhouse gases, while continuing to measure location-based emission factors.

In 2023, Kirby signed up to the Science Based Target Initiative and a materiality assessment is commencing in 2024 of all our Green House Gas (GHG) emissions. We will identify near term Science Based Targets options in 2024, to reduce our GHG emissions, aiming to achieve Nett 50% reduction by 2030. We will continue to adopt best energy management practices and implement these into our existing controls.

Our core objectives in 2024 are:

- Identifying material scope 3 categories (1-15).
- Collating and calculating all Scope 3 GHGs in 2023.
- Identifying near term science-based target options to align with Nett 50% target in 2030.
- Educating our people in sustainability practical actions they can implement and help tackle climate change.


Energy audits are carried out quarterly in our offices and operation facilities, this utilises OFIs identified previously through an Energy Audit which was completed in 2022 in compliance with the Energy Efficient Regulations.

We continuously strive to strengthen our focus on operational factors affecting energy consumption across the business. Transport fuel is a key area to consider so we also promote the use of sustainable transport options within the organisation, towards reducing our direct emissions. We have installed ELV charging stations at all our offices, we have introduced ELVs

into our fleet and will expand their use in the future.

We make a concerted effort to hold meetings locally to ensure travel is kept to a minimum. The use of viable alternatives such as Video Conferencing and Voice-Over Internet Protocol to minimise unnecessary travel is encouraged throughout our entire organisation. We operate an 'Efficient Driver' training program to educate our drivers on fuel efficient driving behaviours and we have also begun to implement this program across all our business.

## CSR KPIs

		2021	2022	2023	2024 Target
<b>1</b>	 <b>ENVIRONMENTAL</b>				
tCO2 / 200,000 hours worked. Direct Energy Consumption <small>(*tCO2 emissions increased in 2016 due to company growth - increased fleet and office footprint)</small>	All direct energy consumption - transport, boilers etc.	43.8	82.7	96.2 tCO2e	Identify material scope 3 categories (1-15)  Collating and calculating all Scope 3 GHGs in 2023 and,
tCO2 / 200,000 hours worked. Indirect Energy Consumption <small>(*tCO2 emissions increased in 2016 due to company growth - increased fleet and office footprint)</small>	All Indirect energy consumption from purchased electricity, heat or steam.	9	10.6	15.1 tCO2e	Identifying near term science-based target options to align with Net 50% target in 2030."
Waste Recycled	Prevented from entering landfills.	91%	98%	93%	>90%



**THE  
WORKPLACE**



# 2

We ensure equal opportunities exist for all and that a good work-life balance is promoted amongst all personnel.

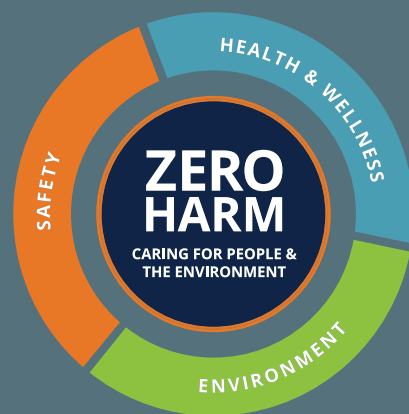
# 2.1 Health & Safety

At Kirby, we value, above all else, the health, safety and welfare of all our employees, contractors and anyone who may be affected by our operations. By continuously improving and cultivating the right safety behaviours, we can improve our safety performance throughout the lifecycle of our projects and across the group. We take pride in repeatedly achieving our objectives through enabling honest, transparent communication around health and safety issues.

To enable us to continue to care for our people and reduce our incident rates Kirby are committed to a 'Zero Harm' Culture driven by core EHS Principles which are backed by our Values and the existing Safety Culture. Our journey is towards a vision of Zero Harm – Caring for People and the Environment. Zero Harm is the vision that guides all our operations and activities undertaken by Kirby. It is our commitment to continually strive to reach the highest standards in Health and Safety, minimise our impact on the environment, and work co-operatively with our people and host communities. At Kirby, our vision for the Zero Harm program is to establish an environment that priorities safety and well-being, integrating these aspects seamlessly into our everyday operations. Zero Harm is simply CARING for our people.

The Kirby Zero Harm Program embraces a comprehensive approach to enhancing safety and performance, encompassing eight core leading indicators. These indicators serve as fundamental pillars in the pursuit of improved safety and operational excellence .

We continue to support the Health and Wellness of our employees through our internal and external support structures. We are integrating Zero Harm into our Health & Wellness programs, further developing previous achievements, implementing a cross functional Holistic approach through feedback, communication and applying opportunities for improvements.



We operate a combined Environment, Health & Safety (EHS) Management System based on the Plan–Do–Check–Act (PDCA) model as prescribed in ISO 45001 & ISO 14001. This four-step management method is used to control and continuously improve our processes and performance.

We continually monitor and review to provide effective direction of the Company’s EHS management in response to changing internal and external factors. We strive to ensure we provide a safe place of work, safe plant & equipment, safe systems of work and safe people in compliance with our Health and Safety Policy, relevant statutory legislation, our stakeholders and ISO 45001.

8 Core Leading Indicators



Quality Safe Performance Assessments (SPA's)



SEOR & BNC Compliance – Good Save



Craft Safety Team (CST)



Project Leader Craft Engagement



Communication



Skills & Will Matrix



Tool-Box Talk Training




Corporate Visibility



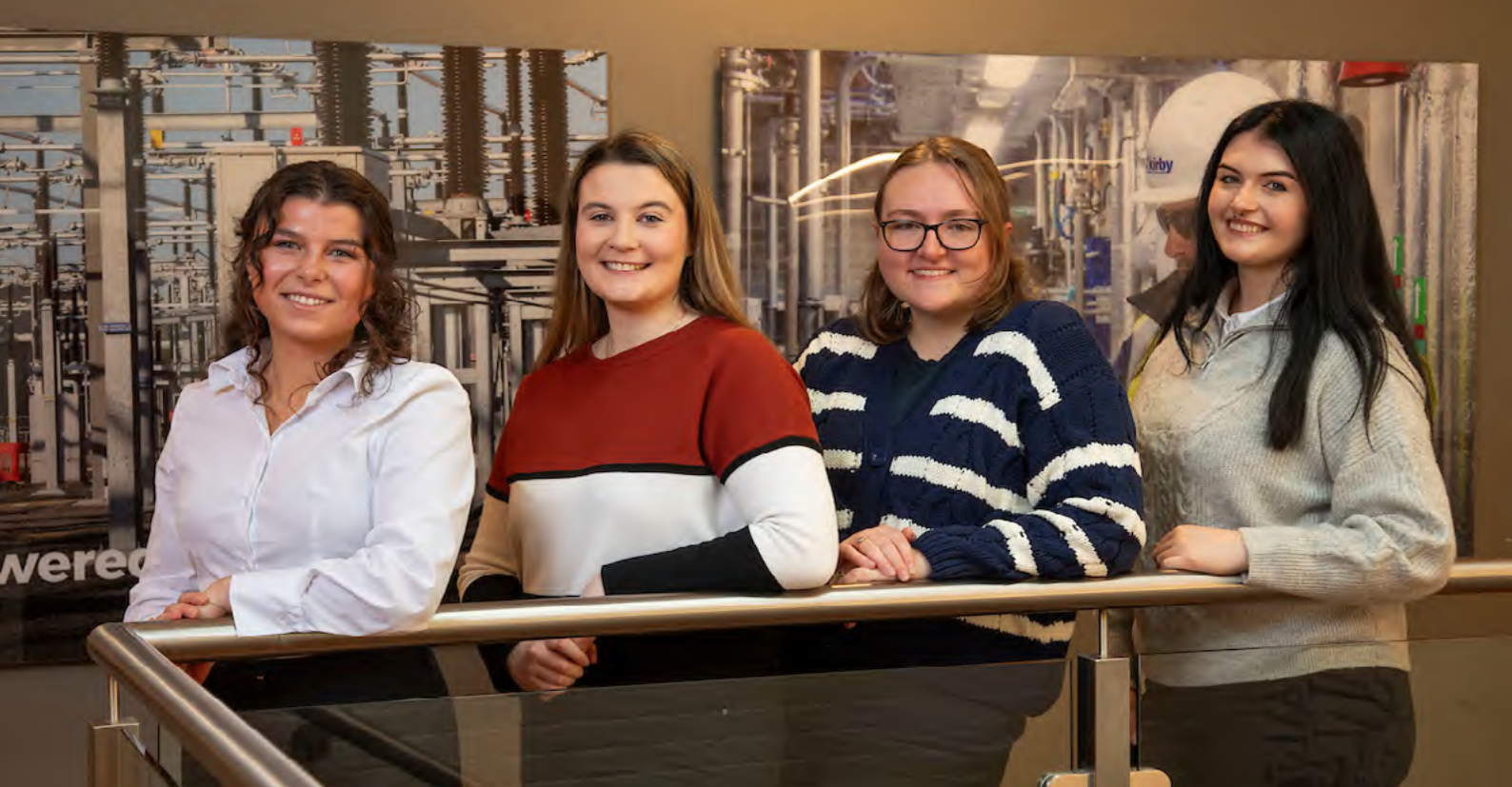




## CSR KPIs

		2021	2022	2023	2024 Target
<b>2</b>	 <b>HEALTH &amp; SAFETY</b>				
THR	Total Hours Recorded	4,491,171	4,425,490	6,071,514	
TRIR	Total Recordable Incident Rate TRIR = FAT+Medicals+LTI's+Restricted Work Days Cases x 200,000 / Total Hours	0.45	0.36	0.2	<0.3
DART	Days Away Restricted Transferred DART = No. of Days away from work cases + no. of restricted work cases + no. of transferred cases x 200,000/ Total hours	0.13	0.18	0.13	<0.2





## 2.2 Staffing

### 2.2.1 Recruitment

It is the policy of Kirby to have a Recruitment and Selection Policy and Procedure that enables the company to professionally and fairly attract and select individuals who will become high performing and highly competent colleagues in our business. Kirby recruits and selects the candidates who are best fitted through their competencies and performance to deliver the results required in any specific position, and to live to and enhance the values and culture of our organisation. Our selection process is carried out in a fair, consistent and professional manner and is governed by Kirby Equal Opportunities Policy and Diversity and Inclusion Policy.

### 2.2.2 Local Labour

Engineering / construction, as an industry, has a strong impact on employment. Kirby seeks to identify opportunities for local employment on our projects. We invest heavily in Apprenticeship and Graduate Programmes and target recruitment in our key areas of operation. We also provide support on construction, engineering and apprenticeship careers guidance by interaction with local schools, colleges and labour agencies.

## 2.3 Reward & Wages

It is the policy of Kirby to be a positive employer that delivers good employment to high performing and flexible employees who live to our values of safety, quality, delivery, and value. At the core of our relationships with our people is the Kirby Employment Deal.

### WE DELIVER

#### Reward

Opportunity to grow and develop with a fast moving and scaling company

A good team environment

High expectations and support

Positive employee relations

Good conditions

Training & Development

Opportunity to innovate

Care for your safety and well-being

Communication of plans and challenges

### WE EXPECT

#### Performance delivery

Attendance and punctuality

Live to our values

Initiative and drive

Innovation and on-going learning

Continuous improvement and change

Flexibility

Teamwork

Treat colleagues with dignity and respect at all times

Loyalty, trustworthiness, integrity and confidentiality

Kirby Employment Deal



Kirby Group Engineering was awarded Engineers Ireland's CPD Accredited Employer Standard.

## 2.4 Career Development

Kirby strives, on an ongoing basis, to develop people and performance. We use a formal and informal performance and development management process to support this. The program is carried out in a co-operative fashion with each staff member. It provides employees with the opportunity to have regular meetings with

their Line Manager, where they can get full clarification on their role and duties, remove blockages to performance, remove needless doubt about any matter in their relationship with the company. It also provides employees with the opportunity to seek assistance from their Line Manager or through our HR Department.







## 2.5 Equal Opportunities

Kirby Diversity and Inclusion Policy and Equal Opportunities Policy demonstrate the importance of equality of opportunity in our employment policies, procedures and practices. Individuals are selected, recruited, promoted and developed on the basis on their competence and performance and according to the requirements of the job. All employees are given equal opportunity to show their abilities and to progress within the organisation. Equal opportunity is a priority for the company and the intention is to

get the best from everyone, to avoid waste of talent and potential, and to provide a positive working environment.

Through this policy, we ensure that there is no discrimination on grounds of gender, marital or family status, sexual orientation, religious or political preferences, age, disability, race or ethnic origin, being a member of the travelling community, or any other grounds which may be introduced by legislation, which do not affect the performance of the job.



Kirby raised more than €34,000 for homeless services throughout Ireland by hosting a Focus Ireland Sleep Out.

## 2.6 Work-life Balance & Employee Engagement

We believe in the importance of getting the work-life balance right. We understand that to retain the highest calibre of staff, we must demonstrate a commitment to good workplace practices. Motivated and engaged employees are better able to deliver the required performance and value to our customers, which contribute to our overall success and reputation. Our employment relationships are based on honest and open communication and trust. To support this we have a dedicated staff handbook that clearly identifies employee responsibilities and entitlements. Specifically highlighted are:

- [Maternity leave](#)
- [Parental leave](#)
- [Carers leave](#)
- [Emergency Family and Compassionate leave](#)

The Company has Death in Service and Permanent Disability Insurance Schemes.

Throughout the business there is support where operationally appropriate for flexible working and an understanding approach to employees with personal difficulties and challenges.

We have a modern and effective K-Net intranet facility which is used to ensure that information is communicated to employees in a timely and efficient manner. We also have numerous workshops and focus groups for sharing and gathering information. We survey engagement annually and act on our findings.





Kirby Group Engineering achieves 'platinum' accreditation from the 'Investors in People' programme

We carry out annual pulse surveys of a sample of employees and selected suppliers to monitor the levels of satisfaction and to identify and address any negative trends.

Kirby endeavours to make every effort to promote this balance across all personnel. Our aim is to ensure each of our employees maintain and enjoy a good work-life balance.

Through strong effective workplace practices, we can also better engage with the community and our market place where we operate. We support employee sports and social events.



Kirby employees from the Cape Town office took part in the Get Fit Christmas Challenge completing 5km and 10km runs.





## 2.7 Business Continuity Management System

A Business Continuity Management System (BCMS) emphasises the importance of understanding Company's organisational needs, impacts and the necessity for the establishment of good practice Business Continuity Management (BCM) Policy and objectives. The BCMS and our BCM Policy are being implemented and controlled; and measures have been put in place to manage our overall capacity to manage disruptive incidents or events. Our BCMS is monitored and reviewed for its performance and effectiveness and is continually improved, based on objective measurement. Applying our BCMS helped Kirby to continue to operate throughout the Covid 19 pandemic. The wider community and the impact

of an organisation's environment on the organisation itself and other organisations, including our clients, may result in the need for these bodies to be involved in the recovery process with Kirby. The ISO 22301 standard is not to imply a uniform structure to Kirby's BCMS, but for Kirby to design and further develop a BCMS that is appropriate for our needs and that meets the needs of our interested parties, i.e. client and stakeholder requirements. These business needs are shaped by legal, regulatory, organisational, and industry requirements; the products and services we provide; the processes we employ; the current size and structure of Kirby; and the requirements of our interested parties, at all times.

## Investors in People Platinum

In recognition of our commitment to high performance through good people management, we were awarded platinum accreditation against the Investors in People Standard; the international standard for people management, defining what it takes to lead, support and manage people effectively to achieve sustainable results. The Standard is the Investors in People framework that reflects the latest workplace trends, essential skills and effective structures required to outperform in any industry. Investors in People enables organisations to benchmark against the best in the business on an international scale.



**INVESTORS IN PEOPLE®**  
We invest in people Platinum

### CSR KPIs

		2021	2022	2023	2024 Target
<b>2</b>	 <b>WORKPLACE</b>				
Staffing	There are zero breaches of our positive recruitment and selection policy.	0	0	0	0
Staffing	Apprenticeship and Graduate Programme is advertised in our key project locations.	Yes	Yes	Yes	Yes
Staffing	Each major project location identifies and implements a local staffing initiative.	Yes	Yes	Yes	Yes
Training	Average number of training days invested per employee per annum.	4	4	4	4
Staffing	Number of employees receiving sponsorship support towards further education.	18	19	21	20

## CSR KPIs

		2021	2022	2023	2024 Target
<b>2</b>	 <b>WORKPLACE</b>				
Training	Provide Management Team training every 3 years to fully embed Diversity & Inclusion Policy into the organisation's culture, strategy and processes.	Yes	Yes	Yes	Yes
Training	Provide Diversity & Inclusion Training to all staff every 3 years.	n/a	Yes	Yes	Yes
Staffing	Carry out an annual survey of a sample of employees to monitor the levels of satisfaction and address any negative trends.	Yes	Yes	Yes	Yes
Training	Provide anti-bias training for interviewers every 3 years.	n/a	Yes	Yes	Yes
Staffing	Issue career path communications to all employees every 3 years.	Yes	Yes	Yes	Yes
Staffing	Undertake Equality Impact Assessments on all policies, processes and procedures to ensure that no discrimination exists within these and issue an annual report to the board of directors.	Yes	Yes	Yes	Yes
Staffing	Achieve silver level accreditation with the Centre for Diversity.	Bronze	Silver	Silver	Silver

THE   
COMMUNITY



3

We are making  
a difference and  
positive impact in our  
community.





Kirby donated in excess of €130,000 to charities in Ireland and abroad at Christmas.

## 3.1 Charity Work

Kirby contributes substantially, on an annual basis, to various charities as well as fully supports staff who participate in volunteering and supporting charitable works. The company has a long history of donating to numerous charities and will continue to do so.

During 2023, Kirby donated over €350,000 to 80 local, national and international charities. The following is a list of some organisations and initiatives that we have supported:

- UNICEF
- Cliona's Foundation
- Women's Aid
- Temple Street Hospital
- Barretstown
- Make A Wish Foundation
- Simon Community
- Galway Rape Crisis Centre
- Friends of the Elderly
- HADD
- Pieta House
- Marymount Hospital Cork
- The Society of St Vincent de Paul
- Pane Quotidiano
- Hela Människan
- Julhjälpen Gävleborg
- Alla Kvinnors Hus

Kirby is also very proud of their employees for organising the second annual Kirby Way Cycle raising €40,000 for Milford Hospice and The National Breast Cancer Research Institute, as well as supporting Focus Ireland's 'Shine a Light' event raising €34,000 for homeless services throughout the country.

Kirby aims to rotate the good causes and charitable organisations we support on an annual basis. We believe that by continuing to support different charities, we are making a difference and positive impact in our community.



Kirby are a proud sponsor of Ashbourne United's U10 Girls team.





Kirby is an official partner of Gefle Football Club in Sweden.

## 3.2 Community Initiatives & Social Impact

As a large local employer, Kirby is a key stakeholder in the community and shares some of the same concerns of everyone else in it. We take pride in our participation in local and national initiatives that promote social diversity and social inclusion within the community. We aim to share our expertise for the benefit of the communities in which we operate. We always act in a socially responsible manner when undertaking any project.

Kirby supports a number of community based initiatives and has developed strong relationships with a number of third level institutions. These close links allow

us to engage with students and recruit high caliber graduates on a regular basis. We provide assistance by collaborating with Masters Students on their Business Research Projects. Our aim is to continue supporting universities and our economy by hiring Graduates and Internship students from Maynooth University, ATU, University of Limerick and TUS, amongst others, on an ongoing basis.



As part of the Business in the Community Ireland Workplace Programme, Kirby presented students from Coláiste Chiaráin, Co. Limerick with certificates to mark their completion of the programme for 2023.





# Examples of our initiatives are outlined as follows:

## Schools Business Partnership

The 'Schools Business Partnership' is managed by the not for profit 'Business in the Community Ireland' organisation. Kirby has been participating in this programme since 2009, which supports 'at risk' second level students by providing a structured

series of mentoring, insight days and skills sessions, in order to encourage these students to remain in education. It is also aimed at giving students an insight into the diversity of employment opportunities within our company.

## World of Work

The 'World of Work' programme is managed by the not for profit 'Business in the Community Ireland' organisation. Kirby has been working with Business in the Community since 2009.

This programme provides 2nd year post-primary school students with an opportunity to meet employees from a local company to learn about the world of work. It facilitates conversations and insights to the many roles in the workplace. It inspires and encourages young minds to look towards the future.

This programme comprises of 5 sessions with a range of topics including a company overview and visit, careers talk, soft skills and sustainability insights, and a closing session to wrap up.

The sessions are as follows:

- Introduction to Kirby Group and What is Business in the Community
- A Day in the Life Talk
- Estimation Task Day – Group teamwork
- Communication Skills Day
- Reflective Learning and Wrap Up Presentation Day.

## Health and Safety Event

Kirby is proud to continue to sponsor the CIF Construction Safety Week annually to demonstrate our support and commitment for this event. Our goal for Construction Safety Week is to reinforce the aspects of safety, health and wellness and to promote their importance throughout our company

and our supply chain partners. To this end we successfully delivered toolbox talks, simulations, presentations, 'Stand up for Safety' events, initiatives, competitions and collaborative events with our Clients and Main Contractors.

## Engineers Week

Kirby supports Engineers Week, which is an annual weeklong celebration of engineering in Ireland, organised by Engineers Ireland. We sponsor a number of shows across

Ireland that aim to educate young school children about the world of engineering and the vast career opportunities available in the engineering sector.

## Community Sporting and Fundraising Events

Kirby proactively engages with the communities in which it operates by supporting local schools and sports clubs. We provide ongoing sponsorship of sporting and fundraising events and encourage our employees to partake in community initiatives. We believe our ongoing support

and interaction with local communities improves community integration and promotes a legacy of social diversity and inclusivity; efficient management of public concerns; and continues reduction in the impact of construction processes on the local communities and the environment.

CSR KPIs		2021	2022	2023	2024 Target
<b>3</b>	 <b>COMMUNITY</b>				
Charity	Charities donated to.	Yes	Yes	Yes	Yes
Community Initiatives	Receive testimonials from schools regarding Kirby relationship and work done.	2	3	3	3
Social Impact	Ensure policies are up to date at all times in order to fulfil CSR commitments.	Yes	Yes	Yes	Yes



**THE  
MARKET  
PLACE**



4

The Kirby name is synonymous with integrity and trust.





## 4.1 Client Interactions

The Kirby name is synonymous with integrity and trust. Kirby has built a strong reputation based on professional competence and respect in relation to client confidentiality, together with an approach to dealing in a responsible manner with everyone we interact with. Kirby abides by the laws of the country in which we are operating. The appropriate codes practice used when the company tenders for work and in all of our dealings

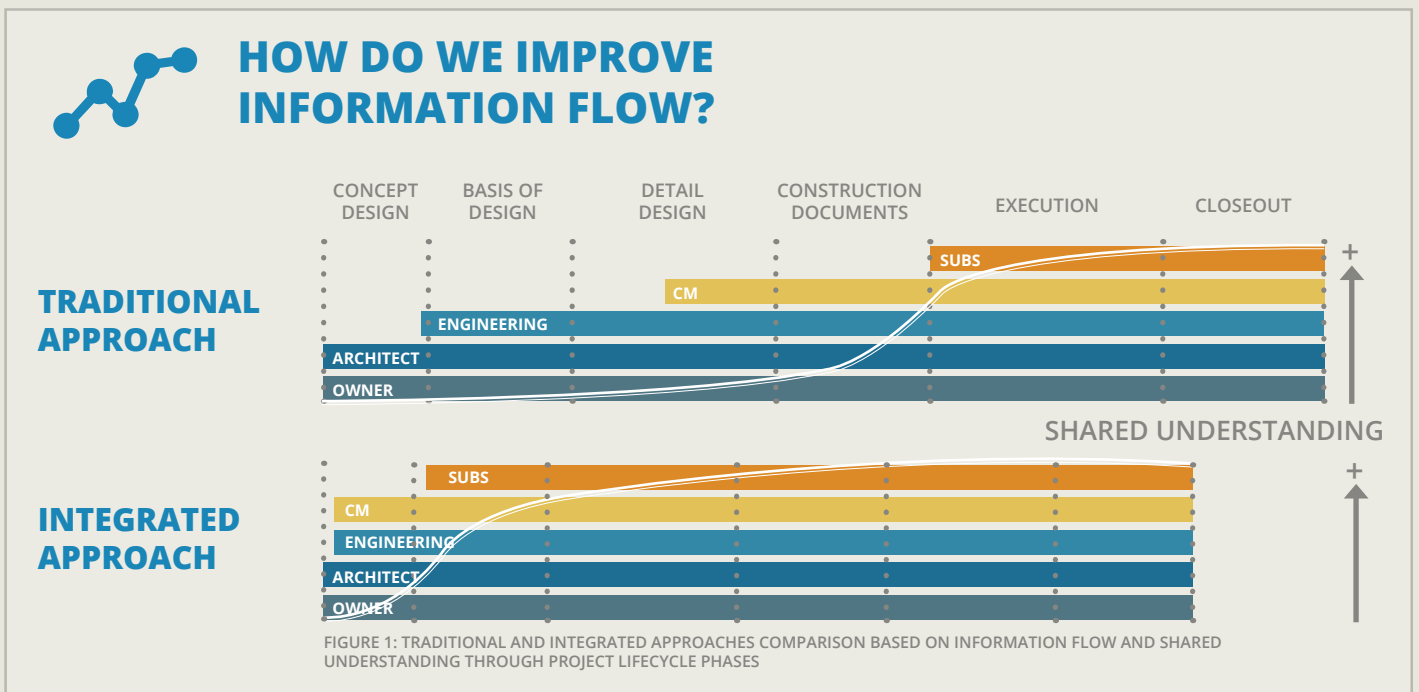
with clients, main contractors, sub-contractors and suppliers. At Kirby, we are committed to delivering value to our clients through innovation, collaboration and our 'can do' problem solving attitude. The 'Kirby Way' involves early engagement, understanding our clients' needs, building high-performing teams, continuous improvement and supporting our clients through every stage of the project.



## Collaboration, Early Engagement and Integrated Lean Project Delivery

Kirby works with clients as partners and we constantly seek to understand and achieve their key project deliverables. We listen, we innovate and we adopt team-based collaborative work patterns to achieve successful project outcomes. We understand the importance of Q-EHS excellence, maintaining business continuity and delivering real added value for our clients. We engage with our clients and their partners early to drive efficiencies in project delivery, which saves time and eliminates waste.

We are a leader in our use of Building Information Modelling (BIM) technology and its application to our services. By adopting our BIM expertise as well as Integrated Lean Project Delivery approach, we provide advanced engineering and constructability support to our clients from early stages of the project and adopt LEAN based construction techniques to successfully deliver highly-complex projects while maximising efficiency.



Integrated Project Delivery Process (Source AIA)



## Innovation

Continuous improvement is an important part of our business; just one of the keys to our competitiveness and continued success. From finding custom solutions to challenging build environments, to applying the newest technologies and trends, Kirby always delivers the best results for its clients.

## Access to Directors

Our Directors pride themselves on being available for our clients during all stages of the project lifecycle. Our clients see the benefits of their involvement through proactive engagement, quick decision making and building of mutually beneficial relationships.

## Solutions Driven

Clients trust Kirby to deliver mechanical and electrical engineering contracting services for complex projects. Our in-house capabilities and operational excellence means that Kirby always delivers projects to the highest safety and quality standards, on time and within budget, allowing our clients to concentrate on their core business, knowing their project is in safe hands.



## 4.2 Customer Feedback

Our customers are at the centre of what we do. Kirby has a reputation as a professional and transparent business. We strive to build on this reputation through the maintenance of systems through which we engage with our customers. As we complete our projects, we capture key project information and where possible, strive to obtain customer feedback on our

capability effectiveness, both positive and negative. This feedback is analysed and the actions are identified and implemented. This drives continuous improvement and increases customer satisfaction. We also aim to obtain written project references from our customers, as references are an invaluable proof of customer satisfaction.

### Key Project Information

Capturing key project information allows Kirby to track and record all our projects and ensures we can provide honest and accurate information when marketing the business and tendering for new projects.

### Customer Feedback

After project completion, Kirby strives to collect customer feedback, both positive and negative, on its capability effectiveness. It provides us with an opportunity to engage with our customers, listen to their feedback and measure their satisfaction levels to determine if Kirby has met their expectations and their needs in terms of value, quality, service, price and social responsibility matters. Kirby analyses and uses this feedback to improve services and ensure value to our customers.

### Project References

This is a mechanism for Kirby to obtain proof of service through references from our customers, whilst allowing our customers to offer honest evaluations of our services. Kirby uses these references as a measurement of customer satisfaction and also as a method to nurture trust in our dealings with new customers.

## 4.3 Business Environment Tracking

Kirby carries out ongoing business environment tracking, which allows us to benchmark against best practices and keeps us up to date with economic, environmental, industrial and innovative changes to meet our changing customer needs. Government and regulation changes are monitored to ensure Kirby adheres to relevant legislation.


The market sectors and geographical regions in which we operate in are also tracked on an ongoing basis to capture the investment levels, changing market trends and customer needs. This ensures we have the correct strategies in place to best serve our customers.







## CSR KPIs

		2021	2022	2023	2024 Target
<b>4</b> 	<b>MARKET PLACE</b>				
Overall Company Competitive Strategy Maps	Competitive Strategy Maps created and KPIs reviewed quarterly.	Yes	Yes	Yes	Yes
Our Capability Effectiveness in Delivering on Customer Requirements	Obtain customer feedback on our capability effectiveness.	Yes	Yes	Yes	Yes
Project References	Number of Customer References received.	2	1	8	4
Business Environment Tracking	Business Environment Tracking completed.	Yes	Yes	Yes	Yes



**THE  
SUPPLY  
CHAIN**



**5**

We are committed to sustainable and responsible business practices with regards to ethics, labour, health and safety, diversity and the environment.





## 5.1 Sourcing Responsible Suppliers, Customers & Business Partners

Kirby conducts business in an ethical manner and to current internationally recognised best practices, adhering to relevant legislation. We are committed to sustainable and responsible business practices with regards to ethics, labour, health and safety, diversity and the environment.

We have made a commitment to ensure our suppliers, customers and business partners fully understand and engage in our approach to sustainability and share our responsibility towards the environment.

Kirby recognises that its stakeholders come from diverse backgrounds, with varying experiences and needs. We are committed to ensuring that diversity and inclusion is embedded into our day-to-day working practices. We have communicated our Diversity and Inclusion Policy to our leading suppliers and we continue strive for compliance by getting all new entrant suppliers to sign up to this policy before we begin our working relationship.

### WE ENCOURAGE OUR SUPPLIERS TO:

- Follow our supplier code of conduct as part of their contract agreement with us
- Create a culture and workplace that fosters social inclusion and diversity within their own business
- Monitor their environmental impacts.



Kirby Business Integrity Policy focuses on employment practice, human rights, prevention of bribery and corruption and sourcing of goods and products. It has been communicated to our entire supply chain and we strive to ensure compliance, where all new entrant suppliers must commit to this policy. We have also issued a supplier confirmation letter to all the existing suppliers, which also strives to ensure compliance with this policy.

We aim to ensure that we always adhere to appropriate conduct and endeavours to

procure products and services through a partnership approach, ensuring best value and a sustainable supply chain. Kirby has Fairtrade® product options available on our procurement system, available for all Kirby projects and regional offices. This means that we aim to procure from sources committed to 'fair trade' when available and where it is practical to do so. We also strive to support local businesses and communities, by aiming to source materials and goods from within a 500 mile radius of our projects or regional offices, where feasibly possible.





## 5.2 Sourcing Environmentally Friendly Products


Kirby has a duty to ensure that any goods procured are, where feasible, from a sustainable background. Over the last number of years, sustainability has been increasingly integrated into our supply chain, which has helped us to not only reduce waste throughout the company, but also ensure that we are procuring sustainable materials. A range of materials of recycled raw material origin are available on the Kirby procurement system in lieu of less sustainable options. We avoid the use of virgin raw materials. All products of a timber source available on Kirby procurement system have explicit terms of supply that must have Forest Stewardship Council® (FSC) (chain of custody) certification.

Kirby endeavours to understand and consider the impacts that the production and sourcing of our goods and services have on society. We aspire to ensure that clients are fully informed not only on the capital costs of the project, but also, where possible, on the Life Cycle Costing along with Sustainable Construction methodologies and technologies moving towards zero carbon targets. Furthermore, we have played a major role in a number of BREEAM (Building Research Establishment Environmental Assessment Methodology) and LEED (Leadership in Energy and Environmental Design) rated projects and will strive to continue to do so.

# 5.3 Ensuring Ethical Business Practices

Through the nature of our business, we may come into contact with materials that are sourced from unsustainable or illegal sources. These materials often make their way into the supply chain of both industrial and consumer products. By working in partnership with the industry in which we operate and with our clients, Kirby aims to ensure these materials are not present in our supply chain. Unfortunately, these materials can sometimes be unknowingly used by our clients. The main materials that Kirby procure are copper, aluminium and steel, which generally do not come from conflict affected regions. However, as a responsible company, we must take every reasonable precaution for all materials in our procurement process.

We have implemented a system of traceability into our own supply chain and on our vendors. This processes ensures our suppliers are not supplying us with materials where child labour, slavery or human trafficking have been used at any stage of the production process. This approach has allowed us to better understand the marketplace and our supply chain in detail, and how any products we use have been manufactured to the benefit of our environment and community. This is a policy which we endeavour to continue and it provides a clear example of our commitment to work within the marketplace, ensuring we do everything practicable to exclude all undesirable materials from our supply chain.

CSR KPIs		2021	2022	2023	2024 Target
<b>5</b>	 <b>SUPPLY CHAIN</b>				
Supply-chain	Suppliers signed up to Business Integrity Policy	Yes	Yes	Yes	Yes
Supply-chain	Carry out an annual survey of a sample of suppliers to monitor the levels of satisfaction and address any negative trends.	Yes	Yes	Yes	Yes
Supply-chain	Suppliers signed up to Diversity & Inclusion Policy.	Yes	Yes	Yes	Yes



Kirby raised €40,000 for Milford Hospice & The National Breast Cancer Research Institute at the second annual Kirby Way Cycle.


## Conclusion


Kirby recognises that commitment to CSR practices requires developed leaders. The Board of Management at Kirby ensure that our CSR Statement, which provides an overview of the full policy, is introduced and communicated to each employee on a regular basis through the Directors, associated Line Management and is available on our intranet system. It is the responsibility of every employee to ensure they understand our CSR Statement, so as to make sure they can comply with it now and in the future. Our HR Department

continues to work closely with our Senior Management, who are involved in support and actual delivery of sustainable construction, to find creative ways to weave a culture of sustainability and corporate responsibility into the fabric of our company.


Should any employee have any questions regarding CSR practices, or whether their conduct is within the boundaries of these practices, they should consult with their direct Line Manager or with our HR Department.

# CSR KPIs

		2021	2022	2023	2024 Target
<b>1</b>	 <b>ENVIRONMENTAL</b>				
tCO2 / 200,000 hours worked. Direct Energy Consumption <small>(*tCO2 emissions increased in 2016 due to company growth - increased fleet and office footprint)</small>	All direct energy consumption - transport, boilers etc.	43.8	82.7	96.2 tCO2e	Identify material scope 3 categories (1-15)  Collating and calculating all Scope 3 GHGs in 2023 and,
tCO2 / 200,000 hours worked. Indirect Energy Consumption <small>(*tCO2 emissions increased in 2016 due to company growth - increased fleet and office footprint)</small>	All Indirect energy consumption from purchased electricity, heat or steam.	9	10.6	15.1 tCO2e	Identifying near term science-based target options to align with Net 50% target in 2030.
Waste Recycled	Prevented from entering landfills.	91%	98%	93%	>90%

		2021	2022	2023	2024 Target
<b>2</b>	 <b>HEALTH &amp; SAFETY</b>				
THR	Total Hours Recorded	4,491,171	4,425,490	6,071,514	
TRIR	Total Recordable Incident Rate TRIR = FAT+Medicals+LTI's+Restricted Work Days Cases x 200,000 / Total Hours	0.45	0.36	0.2	<0.3
DART	Days Away Restricted Transferred DART = No. of Days away from work cases + no. of restricted work cases + no. of transferred cases x 200,000/ Total hours	0.13	0.18	0.13	<0.2



		2021	2022	2023	2024 Target
<b>2</b>	 <b>WORKPLACE</b>				
Staffing	There are zero breaches of our positive recruitment and selection policy.	0	0	0	0
Staffing	Apprenticeship and Graduate Programme is advertised in our key project locations.	Yes	Yes	Yes	Yes
Staffing	Each major project location identifies and implements a local staffing initiative.	Yes	Yes	Yes	Yes
Training	Average number of training days invested per employee per annum.	4	4	4	4
Staffing	Number of employees receiving sponsorship support towards further education.	18	19	21	20
Training	Provide Management Team training every 3 years to fully embed Diversity & Inclusion Policy into the organisation's culture, strategy and processes.	Yes	Yes	Yes	Yes
Training	Provide Diversity & Inclusion Training to all staff every 3 years.	n/a	Yes	Yes	Yes
Staffing	Carry out an annual survey of a sample of employees to monitor the levels of satisfaction and address any negative trends.	Yes	Yes	Yes	Yes
Training	Provide anti-bias training for interviewers every 3 years.	n/a	Yes	Yes	Yes
Staffing	Issue career path communications to all employees every 3 years.	Yes	Yes	Yes	Yes
Staffing	Undertake Equality Impact Assessments on all policies, processes and procedures to ensure that no discrimination exists within these and issue an annual report to the board of directors. .	Yes	Yes	Yes	Yes
Staffing	Achieve silver level accreditation with the Centre for Diversity.	Bronze	Silver	Silver	Silver

		2021	2022	2023	2024 Target
<b>3</b>	<b>COMMUNITY</b>				
Charity	Charities donated to.	Yes	Yes	Yes	Yes
Community Initiatives	Receive testimonials from schools regarding Kirby relationship and work done.	2	3	3	3
Social Impact	Ensure policies are up to date at all times in order to fulfil CSR commitments.	Yes	Yes	Yes	Yes

		2021	2022	2023	2024 Target
<b>4</b>	<b>MARKET PLACE</b>				
Overall Company Competitive Strategy Maps	Competitive Strategy Maps created and KPIs reviewed quarterly.	Yes	Yes	Yes	Yes
Our Capability Effectiveness in Delivering on Customer Requirements	Obtain customer feedback on our capability effectiveness.	Yes	Yes	Yes	Yes
Project References	Number of Customer References received.	2	1	8	4
Business Environment Tracking	Business Environment Tracking completed.	Yes	Yes	Yes	Yes

		2021	2022	2023	2024 Target
<b>5</b>	<b>SUPPLY CHAIN</b>				
Supply-chain	Suppliers signed up to Business Integrity Policy	Yes	Yes	Yes	Yes
Supply-chain	Carry out an annual survey of a sample of suppliers to monitor the levels of satisfaction and address any negative trends.	Yes	Yes	Yes	Yes
Supply-chain	Suppliers signed up to Diversity & Inclusion Policy.	Yes	Yes	Yes	Yes



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