



# Sustainability Strategy & Roadmap

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# 01

## Introduction to Kirby Group Engineering



### ▼ Our **Core Values**

Kirby is a values driven business. Our five core values are at the centre of everything that we do and form the basis of our culture.

We are honest and fair with all our clients and supply chain and have grown our business through always seeking out fair and reasonable agreement in everything we do.

We put people first, which is why **People** is our primary core value followed by **Safety, Quality, Delivery** and **Value**.



### ▼ Our **Vision**

To be the leading, trusted, and reliable provider of high value engineering and construction services, known for our commitment to safety, quality, sustainability, and customer satisfaction.

### ▼ Our **Purpose**

Creating and sharing value through providing operationally excellent mechanical & electrical engineering and construction services, underpinned by a strong commitment to delivering quality and innovative solutions to our customers and where everyone at Kirby is proud to work at the company.

# 02

## Message from the CEO



**Henry McCann**  
Chief Executive Officer

*Our commitment to sustainability is not simply a regulatory requirement - it is a fundamental part of Kirby's vision for the future. By investing in sustainable solutions today, we are building a stronger, more resilient business that benefits both people and the planet. This strategy reflects our determination to lead with purpose and integrity, ensuring that every decision we make contributes to long-term value for our clients, our communities, and our employees.*

*While we acknowledge that challenges remain, we have made significant progress in embedding sustainability principles across our operations.*

*The completion of our ESRS-aligned double materiality assessment and the approval of our near-term Science-Based Targets were pivotal milestones. These steps have laid the foundation for a clear and actionable roadmap that will guide us in reducing emissions, delivering greater social value and strengthening governance frameworks.*

*This strategy is more than a document - it is a commitment to continuous improvement and meaningful impact. Together, we will continue to engineer a better world, ensuring Kirby remains a trusted partner and a leader in sustainable transformation.*

## 03

# Introduction to Strategy

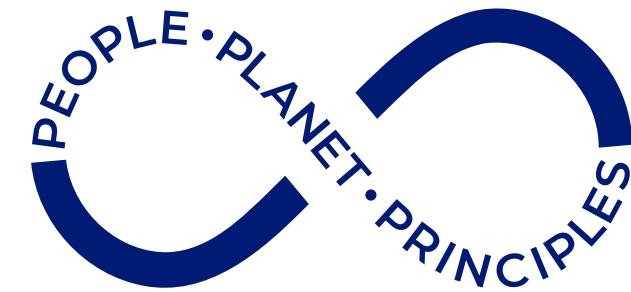
**KIRBY SUSTAINABILITY STRATEGY** builds on our long-standing commitment to responsible practices and represents the next step in our journey to lead sustainable transformation. Clients, regulators, and communities increasingly expect businesses to demonstrate transparency, accountability, and measurable progress on environmental and social issues.

The strategy is built on extensive groundwork. We began by consolidating existing initiatives, including our Greenhouse Gas (GHG) emissions inventory and our Corporate Sustainability Reporting Directive (CSRD) preparations. A key milestone was completing our Double Materiality Assessment (DMA) and data gap analysis, which identified seven material topics critical to our business and stakeholders.

Stakeholder engagement was central to this process. We conducted interviews and held dedicated workshops with leaders across Sustainability, Environment, Health, and Safety (EHS), Procurement, Human Resources, Finance, Operations and Executive Management. This collaborative approach ensured the strategy reflects Kirby's values and the expectations of our clients and employees.

The result is a framework that combines compliance with impact. It aligns with CSRD requirements, Carbon Disclosure Project (CDP) reporting and Ecovadis action plans while driving actions that create long-term value - reducing emissions, fostering innovation, and strengthening governance.

This strategy is not just about meeting obligations; it is about leading sustainable transformation through the power of our people.



Our Sustainability Strategy is built on three core pillars: **People**, **Planet**, and **Principles**. These pillars form a continuous cycle of progress - a reminder that sustainability is an ongoing journey, not a destination.

- **PEOPLE** represent our primary core value as a business. It reflects our commitment to protecting our people, investing in their development, and giving back to the communities we operate in.
- **PLANET** reflects our responsibility to deliver low-carbon solutions, embrace resource efficiency and take action to protect our planet.
- **PRINCIPLES** ensure integrity and governance underpin every decision.

# 04

## Strategy Overview

### SUSTAINABILITY VISION

Leading sustainable transformation through the power of our people.

### STRATEGIC PILLARS



### COMMITMENT

#### People

**EMPOWERING OUR PEOPLE:**  
Creating future sustainability champions.

#### Planet

**ENGINEERING A BETTER WORLD:**  
Leading low carbon and trusted solutions to enhance our communities.

#### Principles

**PURPOSE LED, IMPACT DRIVEN:**  
Governance that leads to impact.

### ASPIRATION

Champion the wellbeing and growth of Kirby's people, when our employees feel empowered, they create a lasting impact.

Equip our people to deliver trusted low carbon solutions to shape a more sustainable future.

Create a culture that inspires a new standard for how purpose and principles shape impact across the industry.

### FOCUS TOPICS

Health, Safety & Wellbeing | Diversity, Equity & Inclusion | Skills & Development | Community Impact

Climate Action

Circularity

Responsible Value Chain

Ethical Conduct & Compliance

### SUSTAINABLE DEVELOPMENT GOALS (SDG) ALIGNMENT



8 DECENT WORK AND ECONOMIC GROWTH  
Decent Work and Economic Growth



13 CLIMATE ACTION  
Climate Action



12 RESPONSIBLE CONSUMPTION AND PRODUCTION  
Responsible Consumption and Production



8 DECENT WORK AND ECONOMIC GROWTH  
Decent Work and Economic Growth

# 05

# Roadmap



2026

- Formalise Volunteering Policy by end of 2026

2027

- Develop a circular economy strategy by end of 2027
- 100% of Kirby's key suppliers & subcontractors (covering 50% of total procurement spend) have signed the **Supplier Code of Conduct** by end of 2027

2028

- Produce Kirby's first externally assured **ESRS aligned report** by end of 2028
- Achieve Ecovadis Gold badge by end of 2028
- Achieve a CDP A rating for Climate Change by end of 2028

2030

- Increase Employee Engagement** (EnPS) score to 80% by end of 2030
- Increase female representation** in Kirby Group Engineering to 20% by end of 2030
- Provide an average of five days training** per FTE employee annually by end of 2030
- Achieve zero avoidable waste to landfill** by end of 2030

2034

- 60% reduction in Fleet emissions** by 2034
- Reduce Scope 1 & 2 emissions by 60%** by end of 2034 (from 2023 baseline).
- Reduce Scope 3 emissions (purchased goods/services & use of sold products) by 35%** by end of 2034 (from 2023 baseline).
- 100% of Kirby's facilities (Offices, manufacturing facilities and warehouses) **to use 100% renewable energy** by end of 2034

## ANNUAL COMMITMENTS

- Maintain a **Total Recordable Incident Rate** (TRIR) of <0.3 annually
- Maintain an **Accident Frequency Rate** (AFR) of <1.5 annually

- Complete risk assessments** for all top suppliers & subcontractors (covering 50% of procurement spend) at least once every 12 months.

- Zero incidents** of bribery and corruption across Kirby
- Maintain ISO 27001 certification** annually

## 06

# How We Deliver

Evidence of actions taken under each pillar

People	Planet	Principles
<p>In 2024, Kirby was ranked among the top 2% of organisations worldwide for leading, supporting and developing its people.</p>	<p>In 2025, Kirby's near term Science Based Targets were approved by the SBTi.</p>	<p>In 2025 Kirby completed its first ESRS aligned double materiality assessment to identify material impacts, risks and opportunities.</p>
<p>Four of Kirby's board members started their career journey as apprentices in the company demonstrating our commitment to employee training and development.</p>	<p>Scope 1, 2 and 3 carbon emissions are calculated annually and sub-metering installed at three of our Irish offices enables granular energy data tracking.</p>	<p>Kirby has established a dedicated Sustainability Committee to drive its ESG initiatives forward.</p>
<p>The Kirby Way Cycle is an annual company event that has raised over €920,000 for local, national, and international charities since it began in 2022.</p>	<p>Solar PV installed at two largest Irish facilities in 2024, offsetting ~25% of grid electricity.</p>	<p>Kirby reports annually to CDP and Ecovadis. These frameworks drive continuous improvement across a number of areas including carbon reduction and provide transparency for clients.</p>





Delivering on the commitments  
in our Sustainability Strategy  
is a collaborative journey.  
Every Kirby employee and every  
supply chain partner play a vital  
role in achieving our goals.

