

# ESG Report 2025

Explore



A Century of Building Excellence

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## A CENTURY OF BUILDING EXCELLENCE

In 2025, PJ Hegarty marked 100 years since the Company was founded in Cork in 1925. Reaching this milestone offered an opportunity to reflect on the values, relationships and standards that have shaped the business across generations and sustained it through periods of significant change.

Over the past century, PJ Hegarty has evolved in scale and capability while remaining grounded in a commitment to quality, integrity and long-term partnerships. The trust built with clients, supply chain partners and communities, together with the professionalism and adaptability of our people, has been central to the Company's longevity and reputation across Ireland and the UK.

The centenary year was recognised through a series of events with clients, partners, and employees, acknowledging the role both have played in the Company's journey.

As we move beyond our centenary year, this legacy provides a strong foundation for the future. The principles that have guided PJ Hegarty for 100 years will continue to inform how we operate, support sustainable growth and shape our contribution to the built environment in the years ahead.

[WATCH VIDEO](#) 



01.

# Our Business

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# Letter From The Board

In 2025, as PJ Hegarty & Sons celebrated our centenary, we honoured a legacy defined by enterprise, innovation, and service. This milestone is not only a testament to our vision and values – safety, sustainability, relationships, inclusivity, dedication and forward-thinking – but it also serves as a springboard for shaping the Company’s next hundred years with renewed purpose and vision.

Our 100<sup>th</sup> year is more than a marker of longevity; it is a reaffirmation of our commitment to creating long-term value for our people, clients, and the community at large. Sustainability, for us, is a journey of continuous improvement; dynamic, evolving, and deeply embedded in our culture and strategy. In this ESG Report covering the 2025 calendar year, we detail our progress in environmental, social, and governance priorities, demonstrating how sustainable practices are now integral to every facet of our operations.

Throughout 2025, we have advanced our decarbonisation roadmap, strengthened responsible sourcing, and championed diversity and wellbeing within our workforce. Our governance structures have been enhanced to ensure transparency and accountability, reflecting our belief that business success and societal wellbeing are inseparable. We remain steadfast in upholding the trust placed in us by all stakeholders.

## SOME OF OUR ACHIEVEMENTS THIS YEAR INCLUDE:



**Accelerating Net-Zero Commitments:** Investment in energy-efficient technologies and low-carbon materials, with measurable reductions in emissions.



**Championing the Circular Economy:** Establishing benchmarks for waste reduction and resource efficiency.



**Strengthening Social Impact:** Continuing to foster a diverse, inclusive workforce and winning Gold level accreditation from the Irish Center for Diversity for our DEI efforts.



**Upholding Integrity:** Continuing to roll out our Code of Ethics and Business Conduct, and Responsible Sourcing Code, enhancing our responsible sourcing efforts.



**Leading through Collaboration:** Working closely with partners, suppliers, and industry associations to drive sector-wide progress.

As we enter our second century in business, we do so with renewed energy and ambition; focused on accelerating our sustainability goals and contributing meaningfully to a more resilient, inclusive, and low-carbon future.

On behalf of the Board, we express our sincere appreciation to our employees for their unwavering dedication and innovation, to our partners and suppliers for their valued collaboration, and to our clients for their enduring confidence and support. United in a shared vision for a more sustainable and inclusive future, PJ Hegarty reaffirms its steadfast commitment to building a legacy that will endure and inspire generations to come.

## The PJ Hegarty Board



# Our Business

## BACKGROUND

PJ Hegarty stands as one of Ireland's most respected names in building and civil engineering, since its establishment in [1925](#). With a rich legacy spanning over a century, the company has consistently delivered landmark projects throughout Ireland and the UK. Today, PJ Hegarty operates from offices in Dublin, Cork, Limerick, London, and Birmingham. This geographic reach is matched by a deep reservoir of technical expertise and resources.

PJ Hegarty's core operations encompass the delivery of [medium to large-scale projects](#) across a diverse range of sectors, including commercial, retail, industrial, healthcare, tourism, pharmaceuticals, sports, residential, high-tech, and institutional buildings. The Company is also active in refurbishment, fit-out, and civil engineering works. Our portfolio ranges from

multi-million-euro contracts to smaller, specialised assignments, reflecting both versatility and scale.

The Company's enduring success is rooted in a blend of traditional craftsmanship, robust commercial acumen, and forward-thinking management. This combination has positioned PJ Hegarty at the forefront of the construction industry. The Company offers a comprehensive suite of services, from management contracting and design-and-build solutions to alliance/partnering and PPP contracts, alongside conventional building arrangements.

PJ Hegarty is unwavering in its commitment to delivering projects of the highest quality, on schedule and within budget. The Company's approach is underpinned by a strong sense of social

responsibility and a dedication to sustainable practices. Recognising the broader impact of its work, PJ Hegarty strives to enhance the communities it serves and improve the lives of employees, clients, and other stakeholders. Our core values include working with integrity, transparency, safety, and making a positive impact in the communities where we live and work, and our policies are closely aligned with the [United Nations Sustainable Development Goals](#).



# Mission, Vision & Values

PJ Hegarty's vision is to lead the way in safe, sustainable, and innovative construction, building on a legacy of excellence with a dynamic, diverse workforce. We pursue our mission and vision through a commitment to ethical conduct, environmental stewardship, and meaningful community engagement, which is evident in our values.

The Company's core values are:

## VALUES

### SUSTAINABILITY

Committed to delivering high-quality construction projects that contribute to a sustainable environment for future generations.



### INCLUSIVITY

We foster a workplace that cares about and values its people, and are committed to being a diverse and inclusive employer.



### INNOVATION

We are innovative, progressive, and proactive in all aspects of our business.



### SAFETY

Committed to the physical and psychological safety and wellbeing of all our people, clients, partners, and neighbours.



### RELATIONSHIPS

Built on trust, honesty, integrity, and respect with everyone we engage with.



### DEDICATION

We go above and beyond to meet our own and our clients needs.



## MISSION

Our mission is to deliver exceptional and sustainable projects, while ensuring the health and wellbeing of our people and the communities in which we operate. We continue to nurture our culture as we evolve and grow, to meet the needs and expectations of our clients and partners.



## VISION

Our vision is to be at the forefront of safe, sustainable, and innovative construction through our century-long legacy of delivering exceptional projects with our dynamic and diverse people.



PJ Hegarty believes that every employee is a guardian of the Company's reputation and values. Every member of the PJ Hegarty team is expected to uphold the highest standards of ethics and professionalism. By living these principles, the organisation cultivates a culture of trust, integrity, and high performance, ensuring its long-term success and sustainability.



# Sustainability Strategy

Sustainability is embedded at the heart of PJ Hegarty's business model. The Company's objective moving forward is to establish the standard for sustainable construction, continually seeking to minimise environmental impact, enhance social responsibility, and uphold ethical business practices. This commitment is demonstrated through ongoing efforts to align with the latest regulatory requirements, including the EU Voluntary Sustainability Reporting Standards for Non-Listed SMEs (VSME).

Our sustainability team is dedicated to transparent, evidence-based reporting that takes account of international standards, reinforcing PJ Hegarty's reputation for integrity and responsible operations. For us, sustainability is more than a strategic priority; it is a fundamental pillar of our growth, ensuring long-term success for our clients, our people, and the communities in which we build.

PJ Hegarty's environmental management practices are exemplified by our ISO 14001 certification. The Company takes a proactive stance on reducing waste, conserving resources, promoting recycling and reuse, and minimising its carbon footprint. Employee wellbeing is also a priority, supported by regular health assessments, a strong work-life balance ethos, and access to support services.



# Sustainability Pillars

Our three main ESG pillars of People, Planet and Product remain central to our ESG strategy. Our ESG pillars are linked to relevant UN Sustainable Development Goals.



## THE GLOBAL GOALS

For Sustainable Development

## People



- Safety, Health & Wellbeing
- Human Resources
- Training & Skills Development
- Community Engagement
- Charity Partnerships
- Diversity, Equality & Inclusion



## Planet



- Carbon Reduction Plan
- Environmental Management
- Water Reduction
- Waste Reduction & Circular Economy
- Biodiversity



## Product



- Responsible Sourcing
- Lower Carbon Materials
- Digital Approach to Sustainable Construction
- Quality Approach to Sustainable Construction





# 2030 Roadmap and Targets

The Company has developed a strategic roadmap to 2030 setting out its ambitions for the attainment of various sustainability targets. These milestones and our progress for the reporting year are captured in the chart below.

ROADMAP TARGET

ANNUAL TARGET

**✓ DONE**

### Set SBTi Near Term and Net Zero Carbon Target

Scope 3 Reduction:  
33.5% by 2030  
90% by 2050



**✓ DONE**

### HVO

Transition from diesel to HVO by 2024 for all PJ Hegarty owned plant

### Set SBTi Near Term and Net Zero Carbon Target

Scope 1&2 Reduction:  
47.5% by 2030  
90% by 2050

**✓ DONE**

### Responsible Sourcing

**✓ DONE**

Benchmark our supply chain ESG credentials by 2024

**✓ DONE**

Roll Out of Responsible Sourcing Code

**PROGRESSING WELL**

ESG performance by 2027

**✓ DONE FOR 2025**

### New Technology

Digital team to evaluate new technology annually

### Renewable Energy

Trial and develop options for mobile solar panels on site offices in 2025

**✓ DONE**

### Double Materiality

Assessment IROs reviewed for 2025

**✓ DONE**

### Water

Reduce potable water usage intensity by 50% by 2030 against our 2026 baseline

**PROGRESSING WELL**

**✓ DONE FOR 2025**

### ESG Initiatives

Complete fifteen initiatives per pillar annually

**✓ GOLD ACHIEVED**

### Diversity

Achieved Gold level Investors in Diversity accreditation

### Waste

Targeting 100% C&D waste diverted from landfill annually

**97% ACHIEVED IN 2025**

### Training and Education

**✓ DONE**

Complete three key supplier visits

**PROGRESSING WELL**

Complete further training and awareness workshops in 2026

**✓ DONE FOR 2025**

### Charity

Enhance our engagement with local communities through charity partnerships annually

**✓ DONE**

### Vehicle Fleet

30% of car fleet to be EVs by 2030

### Concrete

30% of concrete will contain 30% GGBS by 2026

**PROGRESSING WELL**

### Rebar

50% of rebar purchased will have minimum GWP of 500kg/CO<sub>2</sub>/tonne by 2026

**PROGRESSING WELL**

### Digitalisation

Digitalise all PJ Hegarty EHS processes by 2025

**✓ DONE FOR 2025**

2030



# 2025 Highlights



Completed annual review of our **Double Materiality Assessment**



Financial donations to a **wide number** of charities and organisations



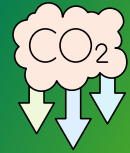
**2,130 tCO<sub>2</sub>e** reduction achieved using sustainable concrete



Continued roll out of our **Responsible Sourcing Code** to suppliers and subcontractors



Emission intensity reduction of **44%** in 2025 from 2024



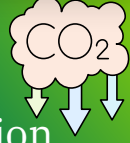
Expanded our **ESG Governance Team** with Sustainability Coordinator and additional members to working group



**Responsible Sourcing:** Completed three supplier visits with three of our largest supply chain partners in ROI & UK




SBTi Progress: **40% reduction** of Scope 1&2 emissions achieved. 71% reduction of Scope 3 emissions achieved



**Two NISO Awards** Consistent high Achiever Award Regional Award Recognising the Eastern Region



**32%** of our company car fleet consists of electric vehicles, successfully surpassing our 2030 ESG roadmap goal of 30%



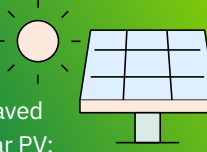
Continued policy reviews and roll out of additional policies, including the new **Responsible Sourcing Policy**



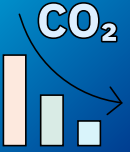
**97%** diversion of C&D Waste



Energy saved from Solar PV: **40,528 kWh**



**CO<sub>2</sub>** **322 tCO<sub>2</sub>e** reduction using rebar with a low GWP



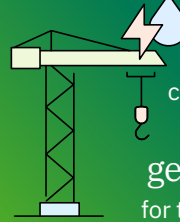
Completion of **Irish Water Stewardship Programme**




**VSME** aligned reporting



Site trials completed on **hybrid generators** for tower cranes




Roll out of our new digital **permit-to-work system**



Commenced roll out of **digitised safety processes**



Circular Economy in action: Removed and reused **2000m<sup>2</sup>** of the raised access flooring tiles



**Empowering Women in Construction** Establishment of our first Employee Resource Group, Empowering Women in Construction



**THE NATIONAL PROCUREMENT AWARDS 2025** National Procurement Awards 2025 Risk Management Award



Achieved **Gold accreditation** with Irish Centre for Diversity

Investors in **Diversity** | **GOLD**



Created and approved new **Responsible Sourcing Policy** for purchasing and procurement teams



# PJ Hegarty Stakeholders

Stakeholder engagement is central to our ESG strategy. We actively involve stakeholders to identify opportunities and resolve challenges, recognising that collaboration is essential to achieving our sustainability goals.

## OWN WORKFORCE



At PJ Hegarty, our employees are integral to the success of our organisation. Their commitment and dedication play a pivotal role in advancing our efforts to operate as a responsible and sustainable business. As outlined in our annual ESG report since 2022, we actively engage our workforce through dedicated working groups, internal communications, and specialised training initiatives. By leveraging their expertise and enthusiasm, alongside seeking external guidance and development opportunities, we aim to achieve continued progress toward our ESG objectives.

### How we engage:

ESG working groups; internal communications through newsletters; specialised training programmes; Double Materiality Assessment participation; regular employee-manager meetings; tool-box talks; webinars.

## CLIENTS

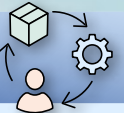


Our clients require dependable business partners to support their environmental and social objectives. We are dedicated to assisting them in this pursuit by fostering collaboration throughout our value chain to maintain exemplary standards and responsible practices. As clients elevate their sustainability goals, we will work in partnership to help realise these objectives.

### How we engage:

Client tenders and pre-qualification documents; presentations to clients; Double Materiality Assessment engagements; participation in industry events, seminars, and award ceremonies; site meetings and director safety walks; as well as collaboration and project meetings.

## SUPPLIERS AND SUBCONTRACTORS



Our suppliers and subcontractors are essential in helping us meet our environmental and social goals, which benefit both our organisation and our clients. We have selected 73 key supply chain partners—accounting for a significant share of our overall project spending—to work with directly on sustainability challenges like carbon footprint, modern slavery and human rights, and product specifications/EPDs. Through questionnaires and face-to-face workshops with these strategic supply chain partners, we are developing a detailed Supplier Engagement Strategy. This Strategy will set benchmarks to monitor progress and uncover chances for shared support throughout their ESG journey. So far, supplier feedback about this engagement has been encouraging.

### How we engage:

ESG working groups; internal communications through newsletters; specialised training programmes; Double Materiality Assessment participation; regular employee-manager meetings; tool-box talks; webinars.

## COMMUNITIES



We take a holistic approach to community engagement, guided by our core mission and values. Our efforts centre on engaging with local employment centres, building strong relationships with charities and community groups, and maintaining high standards in our work, especially in reducing environmental harm. By embedding these principles into everything we do, we hope to create a lasting positive impact that helps both current and future generations in the communities we serve.

### How we engage:

Events; fundraising; donations; project outreach; local newsletters; skills training; sponsorship; volunteering.



# Membership Associations

By engaging with leading industry bodies, we both contribute to and benefit from collective efforts to elevate standards in sustainability, safety, diversity, and governance. These strategic partnerships strengthen our ESG performance and reinforce our leadership in advancing responsible construction practices.

These memberships provide our teams with critical insights—from emerging sustainability trends to digital innovation—equipping us with the intelligence to anticipate sectoral shifts and benchmark our performance. This collaborative approach has defined our business for a century and continues to underpin our commitment to excellence across the construction landscape.

Some associations with which we engage include:



We leverage these networks to inform our ESG strategy, risk management, and reporting. By collaborating with peers, we help shape industry expectations for environmental stewardship and ethical governance. This proactive engagement ensures we address emerging challenges while contributing to sustained progress across the construction sector.



02.

# Our Governance

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# Governance Structure

An effective governance framework ensures that all ESG matters are well managed within the Company by clearly outlining the responsibilities of the board, management, the steering committee and the working group members. Our structure is designed to support continuous improvement, proactively manage risks and opportunities, and stay aligned with stakeholder expectations.

We enhanced our Governance structure in 2025 by adding a Sustainability Coordinator and further members from our commercial teams to the Responsible Sourcing Group.



# Basis of Preparation of this Report

This ESG Report has been prepared primarily in line with the Voluntary Standard for SMEs (VSME), applying both the basic module and the comprehensive module. In line with the VSME, [Appendix A](#) to this Report lists the policies that relate to our ESG endeavours, as well as identifying where information can be found on our practices and future initiatives. [Appendix B](#) to this Report contains an index indicating where disclosures relate to the VSME modules. It is the Company's intention to work towards full alignment with the VSME in future reports.

The scope of this ESG Report covers the consolidated activities of the PJ Hegarty businesses in both Ireland and the UK.

As the Company operates primarily as a main contractor for commercial, industrial, pharmaceutical, technology and data centre developments, with a limited proportion of large-scale residential projects, within Ireland and the United Kingdom, its primary NACE classification is F41.20 (construction of commercial and institutional buildings), which best reflects the nature of our activities across our core markets.

Our climate-related disclosures and greenhouse gas (GHG) emissions data are prepared in line with the GHG Protocol

and are informed by guidance from the [Science Based Targets initiative \(SBTi\)](#), supporting the development and implementation of science-based emissions reduction targets consistent with a 1.5°C decarbonisation pathway. Our broader sustainability strategy and key focus areas are structured to support, and be read in the context of, the United Nations Sustainable Development Goals (UN SDGs), with particular emphasis on those goals most relevant to the construction and civil engineering sector.

Unless otherwise stated, data relates to the reporting period and is presented on a calendar-year basis. Quantitative metrics are, where feasible, reported for at least the current year with prior-year comparatives to enable an understanding of trends over time. Where estimates, modelling or assumptions have been used (for example in calculating certain Scope 3 emissions or normalised intensity metrics), they are prepared using methodologies considered reasonable and proportionate for a company of our size and are subject to internal review and oversight. The ESG layout of this Report has been independently reviewed, and internal controls, management review processes and Board-level oversight are in place to support the reliability, consistency and completeness of the disclosures, and we intend to enhance these processes over time in line with market practice and stakeholder expectations.





# Anti-Bribery & Corruption

As highlighted in our Code of Ethics and Business Conduct, the Company maintains a zero-tolerance approach to bribery and corruption across all operations and business relationships. Our Code of Ethics and Business Conduct, as well as our Anti-Bribery and Corruption (ABC) Policy set out clear expectations for ethical conduct, compliance with applicable laws, and transparent business practices. The policy applies to all employees, officers, and third parties acting on the Company's behalf.

To support consistent implementation, targeted ABC training is delivered to employees in roles where there is heightened exposure to compliance risk. The training ensures that relevant individuals understand the legal and ethical standards that govern our operations and can identify and appropriately address potential bribery or corruption risks.

The Company also embeds these principles within its Responsible Sourcing Code, which sets mandatory standards for suppliers and subcontractors. Anti-bribery and corruption obligations form a key component of supplier/subcontractor onboarding and ongoing engagement.

There were no incidents, regulatory investigations, or prosecutions relating to bribery or corruption involving the Company during 2025. Continuous monitoring and annual policy reviews ensure that our approach remains effective, up to date, and aligned with best practice and regulatory requirements.



# Double Materiality Assessment

PJ Hegarty is dedicated to leading sustainability practices and providing transparent reports, ensuring all actions are ethical and in line with applicable legal requirements. After conducting our initial double materiality assessment (DMA) in 2024, the Company carried out a comprehensive evaluation of its impacts, risks, and opportunities in 2025. Although no longer captured by the Corporate Sustainability Reporting Directive (CSRD), we used the [European Sustainability Reporting Standard \(ESRS\)](#) model to undertake our DMA review. Since our business model and approach did not change in 2025, the key findings and focus areas from our initial assessment remained relevant:



**DMA:**  
Health, safety, and wellbeing of employees and visitors



**DMA:**  
Climate change mitigation and adaptation



**DMA:**  
Supply chain responsibility and human rights



**DMA:**  
Diversity, equality, and inclusion



**DMA:**  
Resource efficiency and circular economy



This ESG Report includes an outline to our approach to addressing the material topics identified in our DMA. Readers can identify relevant information on our approach to these topics by the use of the above stamps on the relevant pages.

Looking ahead, we will review and update our materiality assessment annually, using structured stakeholder consultations and comprehensive risk analysis to ensure it remains aligned with evolving risks, opportunities, and stakeholder expectations. In addition to this regular review process, we are committed to tracking progress against specific sustainability goals and key performance indicators, such as reductions in carbon emissions, improvements in resource efficiency, and enhancements in workforce wellbeing and diversity. By doing so, we further embed sustainability and ethics at the core of our business, reinforcing our dedication to continuous improvement and transparent reporting.



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# Our People

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# Introduction

At PJ Hegarty, our people are the cornerstone of our success. As a leading construction firm with a 100-year history, our achievements are driven by the skill, dedication, and technical expertise of our teams across our sites and offices. Every project we deliver and every community we support is a testament to the passion, professionalism, and commitment of our workforce.

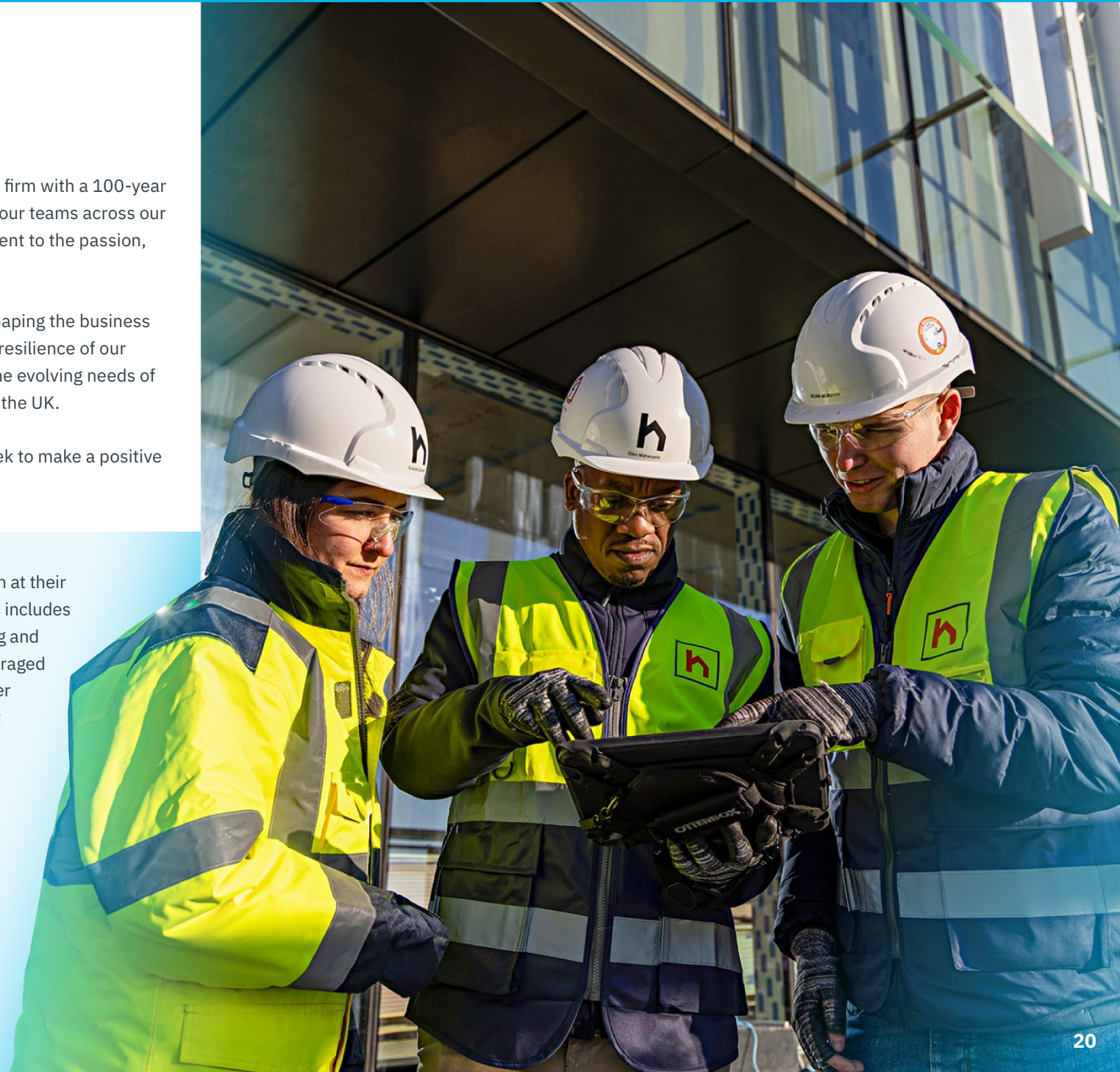
As we marked our centenary year, we reflected on the role our people have played in shaping the business over the past century and in positioning it for the future. The experience, creativity and resilience of our teams continue to shape our culture, support innovation, and enable us to respond to the evolving needs of our clients, stakeholders, and the communities in which we operate across Ireland and the UK.

Through our work in local communities and our support for charitable initiatives, we seek to make a positive contribution beyond our projects.

We are committed to creating an environment where individuals are supported to perform at their best, feel respected and valued, and are treated fairly at every stage of their careers. This includes a strong focus on health, safety and wellbeing, alongside continued investment in learning and development and inclusive practices. We seek to foster a culture where people are encouraged to speak up, share perspectives and contribute positively to the organisation and the wider industry. In 2025, achieving Investors in Diversity Gold accreditation marked a significant milestone, providing recognition of the progress made in embedding inclusion across our policies, practices, and workplace culture.



Our people are the heartbeat of our sustainable future, and we remain dedicated to attracting and developing the talent that will continue to innovate and shape the next century of our business.





**DMA:**

Health, safety, and wellbeing of employees and visitors

# Our Workforce

At PJ Hegarty, our 2025 workforce of almost 500 employees continues to grow year-on-year. While headcount fluctuates to meet project demands, the vast majority of our people are employed on permanent, full-time contracts across our core regions: Dublin, Cork, Limerick, London and Birmingham.

We collect gender data on a voluntary basis, and the current breakdown (see adjacent pie chart) is presented in this Report.

The construction sector faces ongoing challenges in attracting and retaining female talent, a reality we are proactively addressing through sustained effort. We are encouraged to report that our Gender Pay Gap improved from 24% in 2024 to 20.23% in 2025. While this represents steady progress, we recognise that further work is required and we will continue our efforts in this area.

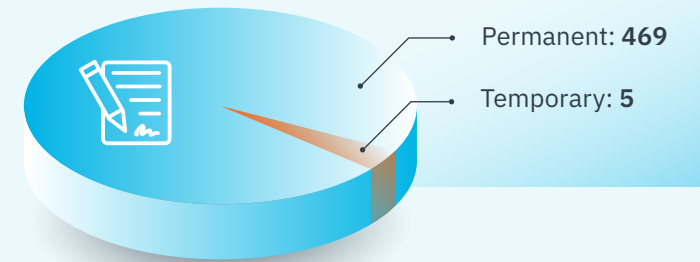
To accelerate this transition, we have established our first Employee Resource Group (ERG), Empowering Women in Construction, dedicated to supporting career advancement and ensuring all female colleagues are equipped to pursue leadership roles.



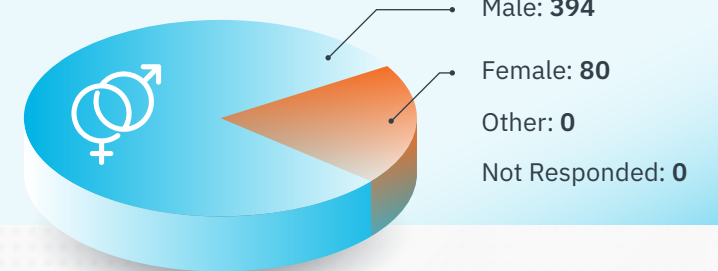
Beyond our internal teams, we are investing in the industry's future pipeline. In collaboration with the Construction Industry Federation (CIF), we delivered a successful programme for Transition Year students in Cork to highlight diverse career opportunities in construction - an initiative we are now expanding to Dublin.

By prioritising gender balance within our student placements and fostering development at every career stage, we are committed to building a representative organisation that reflects the future of the built environment.

## TYPE OF CONTRACT



## GENDER



The Company staff turnover for the year ending 2025 was 10.43%. The market remains highly competitive and recruitment and retention remains a top priority for PJ Hegarty.



## PERFORMANCE REPORTING

Through transparent, non-punitive reporting of leading and lagging metrics, we identify trends and address risks proactively to ensure continuous improvement. This approach reinforces our culture of accountability and care, ensuring compliance while protecting our workforce.

By upholding robust governance, our safety commitment remains a fundamental pillar of our broader ESG strategy.

## EMPLOYEE ENGAGEMENT AND WELLBEING

We actively involve our workforce in our various health and safety initiatives, encouraging the reporting of potential near misses and innovative suggestions for improvement. Our holistic wellbeing programmes address both physical and mental health, providing essential support services, wellness resources, and regular health checks to ensure our people thrive both on and off-site.

## INDUSTRY CONTRIBUTIONS



The [CIF](#) is the representative body for Ireland's construction sector, offering a broad range of services that support companies of all sizes in navigating the political, business, economic, and regulatory landscape. As a member-led organisation, the CIF benefits from active industry participation, with PJ Hegarty contributing through its involvement in the Health and Safety Sub-Committee.



Released in June 2025, the Construction Safety Action Plan 2025–2027 was developed by the [CSPAC](#) and published by the Health and Safety Authority (HSA) in Ireland to elevate occupational health and safety standards across the construction sector. The plan focuses on creating safer environments, reducing accidents, and fostering a proactive safety culture through innovation and the industry-wide sharing of best practices.

PJ Hegarty is proud to have our Regional EHS Manager on the CSPAC Committee as a representative member from the CIF's Health & Safety Sub-Committee and the industry, who will directly contribute to the development of initiatives aligned with this plan.



**DMA:**

Health, safety, and wellbeing of employees and visitors

# Safety, Health & Wellbeing

The health and safety of our employees, contractors, and visitors is fundamental to our business and an integral part of our ESG strategy. We are committed to providing a safe, healthy, and supportive working environment across our operations. Our commitment goes beyond legal compliance; we strive to lead the way in influencing industry standards whilst also adhering to all applicable Environmental, and Health and Safety (EHS) laws and regulations.



PJ Hegarty's safety and environmental systems are certified to an ISO 14001 (Environmental) and ISO 45001 (Health and Safety) standard.

## ACCREDITATIONS



- Systems and Procedures**
- Leadership and Commitment**
- Communication and Coordination**
- Safety Behavioural Cultural Programmes**



## POLICY AND MANAGEMENT APPROACH

We maintain a comprehensive Health & Safety Policy as well as Safety Statements, reviewed annually, or more frequently as needed, to ensure alignment with evolving best practices and regulatory requirements. Our approach is underpinned by the following core commitments, which guide how health and safety is managed and embedded across the organisation:



Fostering a culture of safety where every individual is empowered to prioritise safety, health and wellbeing in their daily activities.



Demonstrating an active commitment to safety through strong leadership, decisions, and communication that foster a culture where safety is consistently valued, practiced, and continuously improved.



Implementing industry-leading safety protocols and procedures.



Encouraging open communication and collaboration to identify safety concerns and continually striving to improve overall health and safety performance.



Clearly defining roles and responsibilities for health and safety management.



Running regular training and awareness programmes for all employees and contractors.



Coordinating continuous monitoring and improvement through audits, inspections, and feedback mechanisms.

## 2025 HEALTH AND SAFETY INDICATORS



# 677

Training sessions delivered to our EHS team, as well as both PJ Hegarty and supply chain staff



# 26,021

Positive and Corrective Safety Observations



# 1,914

Audits and Inspections



# 333

EHS Manager Audits



# 2,281

Toolbox Talks



# 611

Safety Recognitions Awarded



# 215

Safety Campaigns

## SAFETY CULTURE AT PJ HEGARTY

At PJ Hegarty, we cultivate a robust culture where every team member, from site operatives to senior management, is empowered and expected to intervene, stop unsafe practices, and look out for one another. This collective commitment fosters a shared sense of ownership and accountability across the organisation.



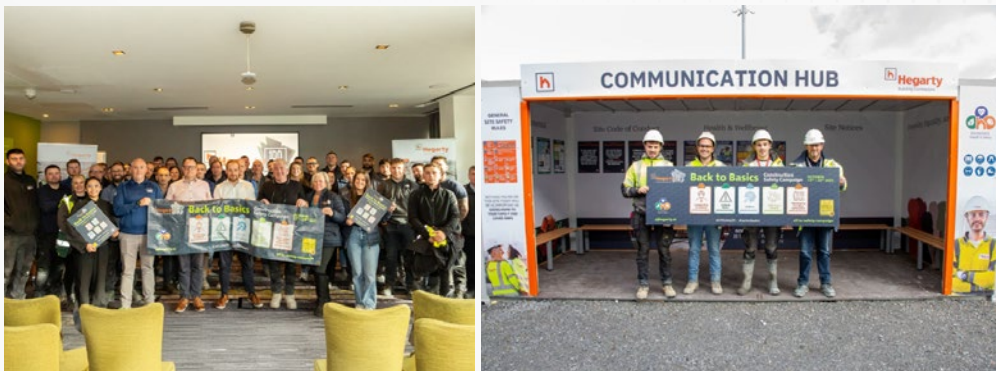
To support this, we run targeted programmes including our Safety Behaviour Observation programme and our award-winning 'Don't Walk By' initiative. Together, these ensure our staff are highly trained in behavioural safety, safety culture, and psychological wellbeing. Throughout the year, we also lead proactive health and safety campaigns.



## OCTOBER SAFETY CAMPAIGN

PJ Hegarty is a proud sponsor of the [Construction Industry Federation \(CIF\) Safety Campaign](#), which takes place every October. In 2025, PJ Hegarty continued as a Gold Sponsor. The campaign theme was 'Back to Basics,' featuring five key sub-themes: Leadership in Safety, Utilities, Developing the Next Generation, Critical Risks, and Falls from Height. The objective of the campaign is to promote leadership, culture, and people within the industry.

During the two-week safety campaign, our project and EHS teams organised a series of safety-focused sessions, which our subcontractors also attended. These included toolbox talks, guest speaker presentations, and targeted safety briefings. Subcontractors also conducted their own task-specific events relevant to their operations, including sessions delivered by those working in niche areas, which contributed to a highly interactive and collaborative campaign.



## ETHOS SAFETY DRAMA WORKSHOP

One of the highlights of the October Safety Campaign involved engaging with [Ethos](#) to deliver 'The Trench', a powerful, immersive safety drama workshop. This interactive performance was designed to challenge perceptions of behavioural safety and risk awareness, while highlighting the critical impact of workplace stress and mental load on site safety.

The narrative follows Dan, a respected worker whose routine decision leads to life-altering consequences. Through a blend of live theatre and engagement, the performance illustrated the subtle factors influencing site decision-making. This reinforced our 'Safety First' ethos by demonstrating that no decision is too minor to overlook.

'The Trench' sparked genuine reflection, encouraging participants to connect the story to their own experiences. Ethos created a collaborative space where our people felt empowered to speak up and share insights. The overwhelmingly positive feedback confirms that the workshop resonated deeply, serving as a vital mirror to the real-world challenges of high-risk environments.



WATCH VIDEO

## MARIAN DEASY

In a deeply moving initiative during PJ Hegarty's safety campaign, Marian Deasy, the mother of the late Lorcan Deasy, visited one of our construction sites for a second year in a row to share her family's heartbreaking story and advocate for greater workplace safety awareness.

Lorcan Deasy was just 31 years old when his life was tragically cut short in 2018. Working as an electrician's assistant, he sustained fatal head injuries after falling from a height while carrying out renovation work at a distribution centre in County Mayo.

During Marian's visit she spoke candidly about Lorcan's life, his character, and the unimaginable grief that followed his death. Her message underscored the profound ripple effects that a workplace fatality can have, not only on loved ones but also on colleagues, friends, and the wider community.

Her presence reinforced the critical importance of adhering to safety protocols, especially when working at heights.

PJ Hegarty extends our deepest sympathies to the Deasy family. We are profoundly grateful to Marian for her courage, generosity, and commitment to turning personal tragedy into a force for change.



## SAFETY DIGITISATION

Our Safety Digitisation initiative has significantly improved accessibility for staff by streamlining how key safety documents are accessed and submitted. Employees can now easily retrieve permits, plant inspection forms, and equipment checklists directly from the safety notice board using QR codes. This eliminates the need to request physical copies or fill out forms manually with pen and paper, instead, staff can complete and submit forms conveniently from their phones.

The safety notice board also features updated posters of our Health and Safety Representatives and Emergency Response Teams, ensuring everyone knows who to contact in case of an accident or incident.



## NISO AWARDS

On October 10th, 2025, we were delighted to have received two awards at the 34th [Annual National Safety Organisation \(NISO\) Health and Safety Awards](#):

**Regional Award Recognising the Eastern Region**

**Consistent High Achiever Award**

These awards highlight our unwavering commitment to health and safety and reflect the collective efforts of our teams and partners.



## HEALTH AND WELLBEING

The health and wellbeing of our employees, contractors, and all those who interact with our sites is fundamental to our success and sustainability, and our commitment in this area extends beyond mere compliance. We foster a culture where physical safety, mental health, and overall wellbeing are actively promoted and protected.

Over the past year, we have implemented a range of targeted initiatives and continuous improvement measures to support our people, reduce risks, and create a supportive working environment.



## BLUE SHOELACES FOR MENTAL HEALTH FIRST AIDERS

In 2025, PJ Hegarty introduced blue shoelaces for Mental Health First Aiders across our UK sites and offices, providing a simple and visible way to identify trained colleagues who can offer support. Worn as part of everyday site wear, the initiative helps reduce barriers to conversation and makes it easier for people to know where to turn if they are experiencing mental health challenges.

The rollout was supported by internal awareness materials highlighting the role of Mental Health First Aiders and encouraging colleagues to speak up and seek support when needed.

## CAIRDE

PJ Hegarty was proud to participate in an EU documentary spotlighting Ireland's leadership in promoting men's health and safety within construction. The film showcased the work of CAIRDE (Construction Alliance to Reduce Suicide), an initiative dedicated to reducing the stigma around mental health and encouraging help-seeking behaviours across the sector.

For the past three years, we have been closely involved with CAIRDE, contributing to the research and development of training programmes that connect construction workers with essential support services.

Filmed in April 2025, the documentary aired on the cultural channel Arte and nationally in Germany on ZDF in July. It provided a compelling look at the importance of mental health advocacy in high-pressure environments. We extend our sincere thanks to the colleagues who represented PJ Hegarty in this production:

- **Tommy Stack, Site Manager**
- **Robert Berry, Site EHS**
- **Derek Keogh, Finishing Supervisor**



WATCH DOCUMENTARY



**CAIRDE**  
ON SITE. IN MIND.

## MEN'S HEALTH WEEK

To mark Men's Health Week 2025, PJ Hegarty actively engaged teams across the Company to raise awareness about men's health and promote healthier lifestyle choices. The overarching aim was to highlight preventable health issues affecting men of all ages and encourage proactive wellbeing practices.



## HEALTH SCREENING

At PJ Hegarty, we work with the [Construction Workers Health Trust \(CWHT\)](#), who provide health screenings to our workforce, whether site or office based.

During the 15 minute private one-to-one sessions with an occupational health nurse, workers received blood pressure tests, a full cholesterol screen (hdl, ldl, and triglyceride), a diabetes test (hba1c test not blood sugar), height, weight, and body mass index, heart health advice, cancer awareness, and dietary advice.



## MAKE IT VISIBLE CAMPAIGN

In June 2025, PJ Hegarty was honoured to welcome Dale and Sam, representatives from the Lighthouse Charity, to one of our project sites, Treasury Google, as part of the [#MakeItVisible](#) campaign. Their visit formed a powerful part of our ongoing commitment to promoting mental health awareness and wellbeing within the construction industry.

Dale and Sam gave an insight into the charity's values including its three pillars that cover physical, emotional and financial wellbeing.

Through their experiences, they shed light on the often-unseen pressures faced by construction workers and their families, from mental health issues to financial hardship. More importantly, they highlighted the vital support systems offered by the Lighthouse Charity, which is dedicated to providing emotional, practical, and financial assistance to those in need within the industry.



## SMALL CHANGES, BIG DIFFERENCE

We launched the 'Small Changes, Big Difference' wellbeing initiative in 2025. This campaign focused on improving both mental and physical wellbeing through a range of resources including posters and toolbox talks.

The initiative emphasised how small, consistent daily habits such as staying hydrated, eating a balanced diet, staying active, and prioritising workplace wellbeing can lead to meaningful long-term health improvements.






### CASE STUDY 1


# Digitising Safety


In 2025, PJ Hegarty continued to strengthen its digital approach to safety management, embedding advanced solutions that enhance responsiveness and reinforce a proactive 'Safety First' culture across all sites. Our EHS team expanded the use of the digital permit to work system, streamlining plant and equipment onboarding, and permit approvals to ensure compliance and efficiency. This shift from paper-based processes to fully digital workflows delivered real-time visibility, reduced waste, and improved operational performance.

The enhanced digital permit system is now fully integrated with centralised dashboards, providing senior site management and EHS teams with live insights and deeper analytical capabilities. These visualisations allow us to:



 **Monitor Safety Trends:** Identify and address compliance patterns instantly to prevent incidents before they occur.

 **Optimise Resource Utilisation:** Track equipment usage in real-time, enabling teams to identify underutilised machinery for timely off-hiring, reducing both project costs and the carbon footprint associated with idle plant.

 **Ensure Continuous Compliance:** Automated alerts for upcoming permit renewals and competency expirations ensure that site operations never compromise on safety or regulatory standards.

By digitising plant and permit management, we have moved beyond mere administrative efficiency. We have also created a data-driven environment where accountability is automated, processes are leaner, and site resources are optimised. This evolution reinforces our commitment to delivering projects that are not only high-quality but are built with the highest regard for the wellbeing of our people and the efficiency of our operations.

# Training & Skills Development

Training and skills development is a crucial component of PJ Hegarty's success. All training conducted is designed to enhance employee skills, knowledge, competency and performance while aligning with the Company's strategic objectives.

The comprehensive approach to training and development aims to create a culture of continuous learning and growth, ensuring that the workforce remains adaptable, skilled, and motivated in an ever-changing business landscape. By investing in the training and development of our employees, we aim to create a highly skilled, engaged, and productive workforce that drives the organisation's success and supports individual career growth.



## CPD/CAREER DEVELOPMENT

PJ Hegarty is dedicated to promoting Continuous Professional Development (CPD). Employees must complete a specified number of CPD hours each year, based on their role and level, and these hours are logged in the Company's training system.



## MANDATORY

Mandatory training covers essential health, safety, environmental, and key policy areas such as Health, Safety, and Wellbeing, DEI, Data Protection, Anti-Bribery and Corruption, and Cybersecurity. Site-based employees must also complete additional safety training before starting on-site.



## ROLE-SPECIFIC

Role-Specific training is tailored to an employee's specific role within the organisation, designed to help them achieve their objectives or meet the requirements of specific projects.

## CAREER AND LEADERSHIP DEVELOPMENT

We offer a wide range of training programmes to support employee development and ensure industry compliance. Career progression may involve additional role-specific training and leadership development, typically discussed during the annual appraisal process.

In 2025, a draft three-year HR Strategy was developed with a primary focus on Talent Development and Staff Retention. A key initiative within this strategy is the implementation of a competency framework for critical roles across the business. This framework will provide employees with a clear, structured pathway for career development, strengthening internal capability and supporting long-term organisational growth.





# Community Engagement & Charity Partnerships

In 2025, PJ Hegarty continued to strengthen our contribution to the communities in which we operate, building on a century-long commitment to supporting social wellbeing beyond our projects. Our approach combines community engagement, charitable partnerships and educational outreach, enabling our teams to contribute to initiatives that deliver tangible and lasting impact across Ireland and the UK.

Our activities span fundraising, volunteering and knowledge-sharing initiatives, supporting organisations working across healthcare, mental health, education and social inclusion. These efforts are driven by the causes that matter to our people and reflect a culture of collaboration, responsibility and long-term partnership.



## RONALD MCDONALD OPERATION PLANE PULL

PJ Hegarty sponsored and participated in the [Ronald McDonald House Charities \(RMHC\) Operation Plane Pull](#) at Casement Aerodrome, Baldonnel. Our team joined nineteen others in pulling an Irish Air Corps aircraft to raise essential funds for families of seriously ill children receiving care at Children’s Health Ireland.



## CENTENARY SPINATHON CHALLENGE

To mark our centenary year, eight PJ Hegarty sites across Ireland participated in a coordinated three-hour Spinathon Challenge. The Southern Region supported the Cork University Hospital (CUH) Neonatal Unit, while the Eastern Region raised funds for [ASIAM](#), Ireland’s national autism charity.

A live leaderboard tracked progress in real time, with teams collectively cycling 807.352 kilometres. PJ Hegarty donated ten euro for every kilometre completed, translating participation directly into financial support for both charities.

WATCH VIDEO





### ST. VINCENT DE PAUL ANNUAL GOLF SPONSORSHIP

PJ Hegarty sponsored the St. Vincent de Paul Annual Golf Classic at Douglas Golf Club, supporting the organisation’s work in providing essential services to individuals and families experiencing hardship. The event was supported by supply chain partners and contributed to fundraising for local community services.



### CYCLE AGAINST SUICIDE SPONSORSHIP

As part of Cycle Against Suicide’s annual journey from Mizen Head to Malin Head, PJ Hegarty sponsored the teams cycling the Lahinch to Salthill leg.

We were pleased to support the event alongside industry partners and contribute to a meaningful movement advocating for mental health awareness across Ireland.



### RONALD MCDONALD HOUSE COOKING FOR FAMILIES PROGRAMME

We were pleased to participate once again in RMHC Cooking for Families programme. A team of seven colleagues prepared a three-course meal for families staying at the House in Crumlin while their children received hospital care.





## BIRMINGHAM CHILDREN’S HOSPITAL FUNDRAISING AND VOLUNTEER INITIATIVES

Throughout 2025, our UK team continued to support Birmingham Children’s Hospital through a range of fundraising and volunteering initiatives.

As part of our centenary activities, Regional EHS Manager, Maryam Crossan, completed a 100km hike in 24 hours, raising funds for the hospital. Seventeen employees also took part in the annual Dragon Boat Race where our PJ Hegarty team secured the 2025 Overall Winner title and contributed to a combined fundraising total of £291,551.

Support continued during the Christmas period through the Magic Makers initiative, with volunteers delivering gifts to children in hospital and providing emergency packs to support families in accommodation facilities.



## STEAM EDUCATION PROGRAMMES IN LOCAL SCHOOLS

PJ Hegarty supported STEAM education initiatives across primary schools, including a ten-week ‘STEAM in a Box’ programme at St. Mark’s National School in Cork. Delivered by an engineer from our project team, the programme introduced pupils to engineering concepts through hands-on activities such as bridge design and structural problem-solving.

STEAM resources were also delivered to six inner-city primary schools in Dublin, broadening access to interactive learning and early exposure to construction-related skills.

## STEAM EDUCATION FOR EVERYONE

Additionally, PJ Hegarty is the proud sponsor of Ireland’s first ‘STEAM in a Box’ resource, specifically designed for neurodiverse and special education classes. This inclusive pilot, detailed further in our DEI section, reflects our dedication to supporting diverse learning styles and building confidence in the next generation of industry professionals.

## CHRISTMAS GIVING TREE AT CARROLL’S QUAY

The Christmas Giving Tree initiative returned in 2025, with staff donating toys, vouchers and comfort items for children receiving care at Cork University Hospital. Over 80 gifts were collected and distributed through CUH Charity.



## ST. VINCENT DE PAUL ANNUAL CHRISTMAS APPEAL

PJ Hegarty contributed to the St. Vincent de Paul Christmas Appeal by providing boxes of much needed food items, supporting individuals and families experiencing financial hardship during the winter period.

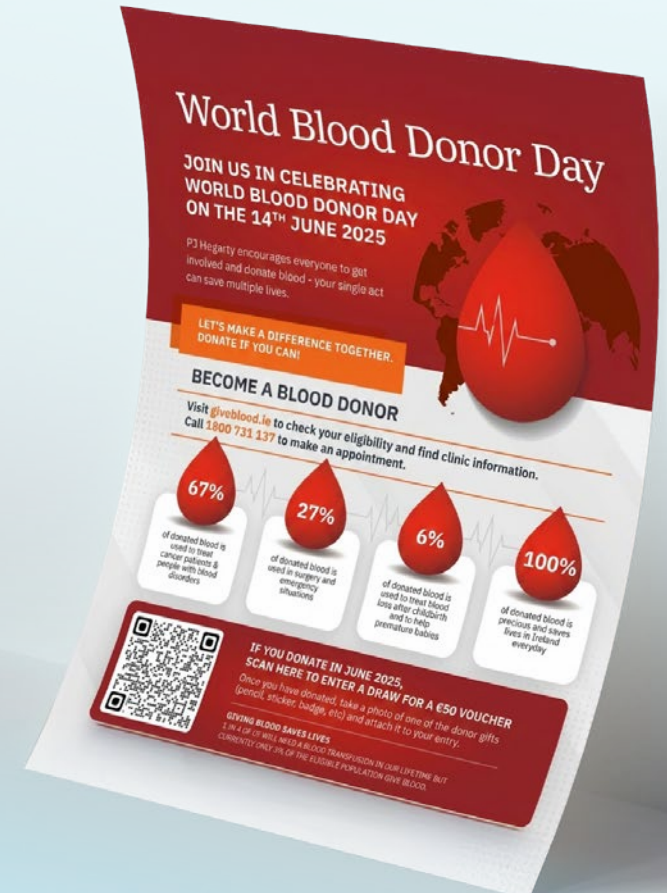


## UNIVERSITY OF LIMERICK TALK

Fergus O'Rourke, Director, and Genevieve Rose, HR Business Partner, visited the University of Limerick to speak with Year 4 Construction Management and Engineering students. Welcomed by Dr. Jim Bradley, our team delivered a session on project management with a particular focus on closeout and snagging, along with the soft skills that are essential for success in the construction industry. The discussion also highlighted career pathways at PJ Hegarty, guidance on making a strong first impression and the importance of communication, teamwork and problem solving in professional practice.

## BLOOD DONATION INITIATIVE

PJ Hegarty promoted blood donation across the organisation, encouraging employees to support a critical national service. Participation was recognised through an internal initiative, supporting awareness and engagement.



## CHARITY DONATIONS

Our charitable contributions in 2025 were directed across a range of priority areas, with a strong focus on supporting vulnerable groups, children’s health and community wellbeing.

This distribution reflects both the causes most relevant to our people and our commitment to supporting organisations delivering frontline services and long-term social impact. As we move forward, we will continue to align our contributions with areas where we can create meaningful and measurable impact.





**DMA:**  
Diversity, equality, and  
inclusion

# Diversity, Equality & Inclusion

At PJ Hegarty, we remain committed to creating a workplace where everyone feels respected, supported and able to thrive. Diversity, equality and inclusion (DEI) continue to shape how we lead our people, collaborate with partners and engage with the wider construction industry. Our DEI journey began in 2022 with the launch of a comprehensive programme designed to embed inclusive practices across the business and achieve Investors in Diversity Gold accreditation.

In our centenary year, we continued to advance this work through meaningful action and initiatives focused on awareness and representation.



## INVESTORS IN DIVERSITY AND INCLUSION

In 2025, PJ Hegarty achieved Investors in Diversity Gold accreditation from the Irish Centre for Diversity. The accreditation process was rigorous and required a detailed evidence-based submission alongside an independent assessment of our culture, policies and practices.

This achievement reflects the sustained commitment of our senior leadership team and the contributions of employees across all areas of the business, both onsite and office based, to diversity and inclusion. With an inclusion score of 88%, ten percentage points above the national average, this milestone validates the practical progress delivered through our DEI strategy and by our Steering Committee.

## DEI STRATEGY AND STEERING COMMITTEE

Our three-year DEI strategy continued to guide our progress in 2025, shaping our approach to strengthening representation, advancing inclusion and delivering positive impact across the business. The strategy has provided clear direction, priorities and targeted actions that have supported the embedding of inclusive practices at every level of the organisation.

The DEI Steering Committee oversaw delivery of this strategy throughout the year, coordinating initiatives and ensuring alignment with our organisational values and long-term aims. The structured approach supported by the Committee contributed directly to PJ Hegarty achieving Investors in Diversity Gold accreditation.

## LEADERSHIP DEVELOPMENT AND TRAINING IN DEI

Leadership capability remained a priority in 2025, with managers and supervisors participating in training aligned to our DEI strategy. Programmes focused on inclusive leadership, respectful workplaces and greater awareness of key issues such as neurodiversity, domestic abuse, and menopause. This work supports our commitment to creating an environment where all colleagues feel valued and supported.

DEI-focused training was also delivered to front-of-house teams, helping colleagues build confidence in applying inclusive behaviours in their day-to-day roles.



# EMPOWERING WOMEN IN CONSTRUCTION EMPLOYEE RESOURCE GROUP

Our Empowering Women in Construction (EWiC) Employee Resource Group (ERG) advanced several key initiatives in 2025, supporting cultural change and strengthening engagement across



**Empowering Women in Construction**  
EMPLOYEE RESOURCE GROUP



## WEBINAR WITH DR KATRIONA O’SULLIVAN

The EWiC ERG hosted a webinar featuring Professor Katriona O'Sullivan, whose personal journey from early adversity to award winning academic and bestselling author resonated strongly with employees.

The session explored mentorship, self-advocacy and the conditions required for women to thrive in construction. Dr O'Sullivan's insights reinforced the importance of visible role models and sparked meaningful conversations across the organisation about confidence, ambition and career pathways for women in construction.



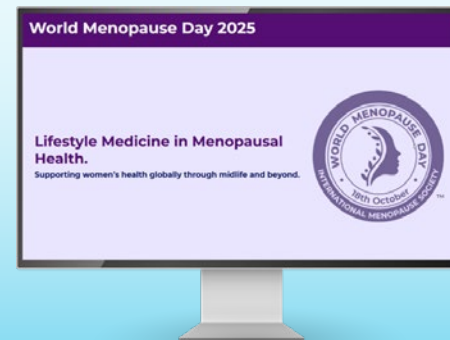
## DOMESTIC ABUSE AWARENESS & EMPLOYER TRAINING

The EWiC ERG collaborated with [Women's Aid](#) to deliver a domestic abuse awareness webinar, strengthening organisational understanding of how domestic abuse can impact individuals inside and outside the workplace. Following the session, PJ Hegarty enrolled in the Employer Response to Domestic Abuse programme, ensuring managers are equipped with the knowledge and tools to recognise warning signs and respond appropriately.



## MENOPAUSE AWARENESS SESSION

In recognition of World Menopause Day, the EWiC ERG partnered with [The Menopause Hub](#) to deliver a dedicated awareness session for staff. The webinar provided practical guidance on how menopause can affect wellbeing and performance and outlined steps managers and colleagues can take to offer meaningful support.



## SCHOOL OUTREACH TO INSPIRE FUTURE TALENT

In collaboration with Jones Engineering and the Construction Industry Federation (CIF), PJ Hegarty spoke to Transition Year students at an all-girls secondary school in Cork about careers in construction and engineering. Graduate Engineer Alyson McKeogh, Student Quantity Surveyor Shannon Deane, and HR Business Partner Genevieve Rose, Chair of our EWiC ERG, shared insights into their career journeys and the wide range of opportunities available across the industry.





## INDUSTRY ENGAGEMENT ON GENDER INCLUSION

Throughout 2025, PJ Hegarty contributed to a range of industry initiatives focused on strengthening gender inclusion across construction and engineering. By participating in national events, panel discussions and visibility campaigns, we helped highlight the experiences of women in the sector and supported wider efforts to build a more diverse and inclusive industry. These engagements complemented our internal DEI programme and reinforced our commitment to advancing gender balance both within our organisation and across the sector.



### SPONSORSHIP OF THE CIF INTERNATIONAL WOMEN'S DAY SUMMIT

We were proud Gold Sponsors of the [CIF International Women's Day \(IWD\) Summit](#); a key event focused on advancing gender equality and female leadership in construction. The summit brought together industry leaders to discuss progress, challenges, and practical actions, to improve representation across the sector.



### CIF INTERNATIONAL WOMEN'S DAY SUMMIT PANEL PARTICIPATION

As part of the CIF IWD Summit, our Regional EHS Manager, Sinead Gaines, contributed to a dedicated panel on women's leadership in safety. She shared insights on the evolving role of women in health and safety, the importance of diverse perspectives in risk management and the value of inclusive leadership practices on site.



### INTERNATIONAL WOMEN'S DAY SOCIAL MEDIA CAMPAIGN

To mark International Women's Day, we delivered a social media campaign profiling women across PJ Hegarty. The campaign showcased employees at different stages of their careers and highlighted their experiences, achievements and advice for others considering a future in construction. By increasing visibility and representation, the campaign helped challenge perceptions of the industry and supported our wider work to inspire future female talent.



### ENGINEERS IRELAND'S WOMEN IN ENGINEERING DAY

In June, our Head of HR, Jan Glynn, participated in [Engineers Ireland's](#) International Women in Engineering Day conference at the Mansion House in Dublin. Speaking as a panellist in the session Lessons in Building Inclusive Workplaces, Jan shared practical perspectives on how organisations can embed inclusive behaviours and create environments where employees can thrive. Her contribution aligned with the year's theme, Together We Engineer, which focused on collaboration and community in advancing progress within the engineering sector.



## DEI AWARENESS & ENGAGEMENT

Throughout 2025, we delivered a series of initiatives focused on strengthening awareness, deepening understanding and reinforcing inclusive behaviours across our sites and offices. These activities supported colleagues in engaging with different perspectives and contributed to a more informed, respectful and inclusive working environment.



### AUTISM INCLUSION WEBINAR WITH ADAM HARRIS

To mark World Autism Month, we hosted an insightful webinar featuring Adam Harris, Founder and CEO of AsIAm. The session provided colleagues with practical tips on how to build a more inclusive working environment and offered personal insights from Adam's own experience as an autistic person. He explored how workplaces can move beyond simple awareness towards meaningful inclusion and acceptance.



### PRIDE 2025 CELEBRATIONS

As part of Pride 2025, colleagues across our sites and offices held coffee mornings to recognise the vital importance of LGBTQ+ inclusion. During these events, whiteboards were used to record personal pledges of respect and support for teammates and the wider community. This initiative reinforced the role of active solidarity in fostering our inclusive culture and deepened the ongoing conversations about respect and equality that define PJ Hegarty.



### DIWALI CELEBRATIONS

Colleagues in our London office came together to celebrate Diwali, the Festival of Lights. The office was decorated for the occasion, and several team members wore traditional clothing to mark the event. The celebrations included a selection of traditional foods, providing an opportunity for colleagues to share in the cultural significance and flavours associated with Diwali. The event was organised by Bijal Patel, HR Business Partner, who highlighted the value of creating space in the workplace to recognise important cultural occasions.



### FREE SANITARY ITEMS ACROSS ALL SITES

In 2025, sanitary products were made available across all PJ Hegarty offices and sites, ensuring that essential items are accessible to anyone who needs them. Products have been placed in toilets, and teams are encouraged to request replenishment through their purchasing departments as required. This initiative supports comfort, dignity and wellbeing at work and forms part of our commitment to fostering inclusive and supportive site and office environments.



### FAIRNESS, INCLUSION & RESPECT

In 2025, our UK teams championed the Fairness, Inclusion, and Respect (FIR) initiative by hosting cultural lunch events throughout July.

These gatherings celebrated our workforce's diverse heritage through meals representing various ethnicities, fostering open conversations around religion and beliefs. Such initiatives remain vital to our goal of nurturing a truly inclusive workplace culture.





**DMA:**  
Diversity, equality, and inclusion

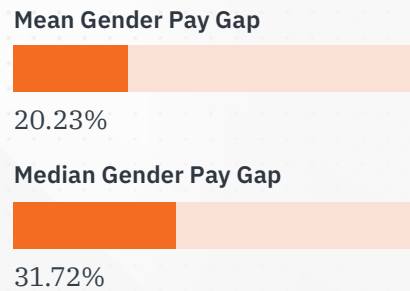
# Our 2025 Gender Pay Gap Metrics

We published our Gender Pay Gap report for the fourth consecutive year and are pleased to report a continued positive trajectory. Our mean gender pay gap has reduced to 20.23% percent, the lowest since reporting began, reflecting the impact of our ongoing efforts to improve gender balance across the organisation.

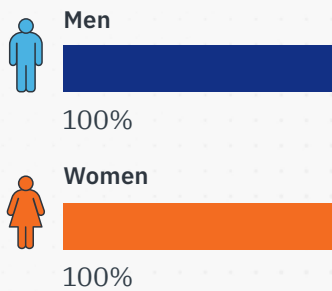
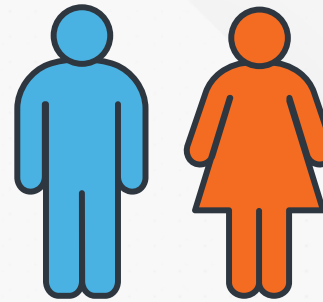
We remain committed to attracting, supporting, and retaining women at all stages of their careers. This includes our outreach programmes with schools and colleges, aimed at encouraging more women to pursue opportunities within the construction industry, as well as the continuous review of our policies and practices. Our goal is to ensure that PJ Hegarty provides a diverse and inclusive environment where female talent can grow, develop, and thrive.

## GENDER PAY GAP HOURLY PAY

The gender pay gap in hourly pay shows the mean and median hourly full-pay earnings of females and males in PJ Hegarty. The figures represent difference in female earnings expressed as a % below male earnings.

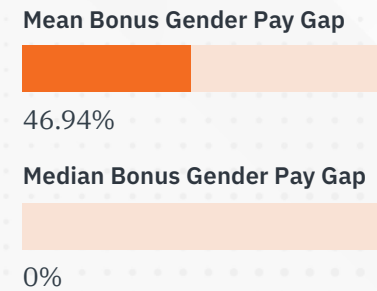


## BONUS



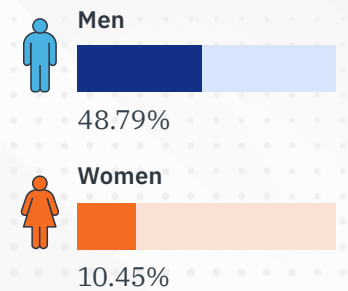
## BONUS GENDER PAY GAP

The figures represent bonus payments to females expressed as a % lower than bonus payments to males.



## BENEFIT IN KIND

Proportion of individuals who receive a Benefit in Kind.



## PAY QUARTILES BY GENDER

QUARTILE	MEN	WOMEN	QUARTILE	MEN	WOMEN
Upper Quartile	90.91%	9.09%	Lower Middle Quartile	85.86%	14.14%
Upper Middle Quartile	90.91%	9.09%	Lower Quartile	65%	35%



04.

# Our Planet

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# Introduction

In 2025, PJ Hegarty continued to strengthen its commitment to environmental responsibility through focused action, measurable progress, and ongoing investment in sustainable construction practices across Ireland and the UK. Building on the foundations established through our ESG Roadmap and aligned Science Based Targets initiative (SBTi) commitments, this year's performance reflects meaningful strides in reducing our environmental footprint while supporting our clients, supply chain, and communities through responsible project delivery.

Our 2025 carbon footprint results show significant changes across our emissions profile, with notable reductions in Scope 3 emissions driven by lower embodied-carbon material use, alongside continued optimisation of our direct operations. Key achievements—such as transitioning fully to HVO for company-owned plant in Ireland, expanding our electric vehicle fleet, deploying hybrid generator technologies, and increasing our renewable energy generation—demonstrate practical progress against our decarbonisation strategy and long-term net zero ambitions.

Beyond carbon, we continued to strengthen our Environmental Management System (ISO 14001) and expanded our initiatives across water stewardship, waste and circularity, and biodiversity. In 2025, all new projects were equipped with water meters to support the development of a 2026 baseline, waste audits were completed across all sites to enhance resource efficiency, and we advanced several circular economy and reuse initiatives that support both environmental and operational objectives. Our biodiversity efforts continued through ecological enhancements, habitat protection measures, and nature-positive interventions delivered in collaboration with expert partners.

As climate risks evolve, we updated our climate scenario analysis to reassess vulnerabilities and identify opportunities for resilience across project delivery. This review, combined with our ongoing double materiality assessment in 2026, will continue to shape our future strategy and ensure alignment with emerging regulatory, environmental, and stakeholder expectations.

The actions highlighted in this report reflect our continued commitment to delivering low-carbon, resource-efficient, and environmentally responsible projects. Through collaboration, innovation, and strong governance, PJ Hegarty remains focused on enabling a more sustainable built environment and achieving long-term positive impact across our operations.








**DMA:**  
Climate change mitigation and adaptation

# Carbon Reduction Plan

We continue to align our carbon reduction goals with the SBTi, an international organisation that helps companies establish ambitious emissions targets based on the latest climate science. In 2025, as global temperatures continued to rise, we stayed dedicated to meeting our carbon reduction goals to help limit global warming to below 1.5°C compared to pre-industrial levels. Over the course of the year, we maintained our commitment to deploying various decarbonisation initiatives aimed at lowering our Scope 1, 2, & 3 emissions.



Our analysis of the 2025 carbon footprint showed ongoing effects from our initiatives; we will keep seeking new ways to reach our goal of net zero carbon emissions by 2050.

SCOPE 1&2 EMISSION SOURCE	AVERAGE % OF SCOPE 1&2 EMISSIONS	DECARBONISATION LEVER	STATUS
 Site Generator Diesel Consumption	64%	Replace diesel with HVO in all PJ Hegarty plant by 2024 Use Hybrid generators where utility power is not available	Transition completed in 2024 for Irish Operations Hybrid Generators used as standard for our large sites Reviewing UK operations for HVO
 Electricity: Sites and Offices	17%	Continue to enhance our energy management solutions on site Enhance our use of solar energy and battery storage	All new sites have cabins setup with energy management relays and meters Solar panel array is being expanded in 2026 with 29.5kw system
 Vehicle Fleet Fuel	16%	Target 30% of PJ Hegarty commercial car fleet powered by EVs for 2030 Use HVO in our plant dept trucks/machinery	32% of car fleet is EV as of year-end 2025 Reviewing options in 2026

SCOPE 3 EMISSION SOURCE	AVERAGE % OF SCOPE 3 EMISSIONS	DECARBONISATION LEVER	STATUS
 Purchased Goods and Services	95%	Work with industry on the reduction of carbon emissions in building materials Engage with key suppliers to align our target goals on ESG Encourage the supply chain to generate EPDs for their products Recommend lower carbon materials to our clients: <ul style="list-style-type: none"> <li>• High % GGBS concrete</li> <li>• Use of sustainable steel alternatives for rebar and mesh with lower GWP</li> <li>• All plywood to be sustainably sourced</li> </ul>	The update from our Responsible Sourcing Group within the Product Pillar highlights the advancements achieved in this area thus far
 Water Consumption	0.5%	Monitor potable water consumption to develop a baseline by 2026 Target to reduce the potable water usage intensity by 50% by 2030 against our 2026 baseline	All new sites have water meters installed and baseline figures are on target for 2026
 Waste & Circularity	0.5%	Target 100% diversion of waste from landfill each year from 2025 achieved through: <ul style="list-style-type: none"> <li>• Recycling</li> <li>• Waste segregation</li> <li>• Modern construction /digital methods</li> <li>• Education of our staff/subcontractors</li> <li>• Elimination of single-use plastics</li> </ul>	We achieved 97% in 2025



**DMA:**  
Climate change mitigation  
and adaptation

# 2025 Carbon Footprint

## TOTAL GROUP EMISSIONS (TCO<sub>2e</sub>)

IRELAND & UK	2019	2020	2021	2022	2023	2024	2025
Scope 1	2,967	4,708	2,967	4,338	3,767	2,839	2,708 ↓
Scope 2 (Location)	628	875	600	249	352	433	647 ↑
Scope 2 (Market)	559	655	447	244	352	433	647 ↑
Scope 3	125,553	78,866	49,588	89,344	60,708	75,572	37,213 ↓
Total	129,148	84,449	53,164	93,931	64,827	78,843	40,568 ↓

## EMISSIONS INTENSITY BREAKDOWN

IRELAND & UK	2019	2020	2021	2022	2023	2024	2025
Revenue (€M)	435	560	375	501	433	571	528

IRELAND & UK	2019	2020	2021	2022	2023	2024	2025
Direct (S1 & S2)	8.26	9.97	9.54	9.16	9.51	5.41	6.35 ↑
Indirect (S3)	288.63	140.83	132.23	178.33	140.20	130.54	70.5 ↓
Total	296.89	150.80	141.77	187.49	149.72	135.95	76.8 ↓

We have provided more details of our Carbon Metrics within [Appendix C](#) of this Report.

## SUMMARY

In 2025, we saw a decrease in emissions intensity of **44%** across the organisation in comparison with 2024.

**92%**

of our total emissions are Scope 3 emissions with the remaining **8%** made-up of Scope 1&2 emissions

**11%** increase in emissions intensity Scope 1&2

**46%** reduction in emissions intensity Scope 3

In 2025 there was a **2.5% increase in our Scope 1&2 emissions**, compared to 2024

Scope 3 emissions have reduced by **50%** compared to 2024. This decrease is primarily attributed to the reduction in the amount of concrete and rebar/mesh steel purchased in 2025 compared to 2024

Rebar/mesh (**40%**) and concrete (**36%**) use on our projects contributed to our larger Scope 3 emissions source in 2025 - this is consistent with our previous carbon footprint results

SBTI 2030 target progress:

Scope 1&2 target **47.5%** reduction vs 2020 baseline. 40% reduction achieved in 2025

Scope 3 target **33.5%** reduction vs 2019 baseline. **71%** reduction achieved in 2024. (This is linked to the reduced amount of concrete and rebar/mesh we purchased in 2025)

## CASE STUDY 2

# Transition to HVO

In 2025, we maintained our commitment to sustainability by utilising HVO in all relevant company-owned equipment in Ireland, replacing traditional diesel usage.

Over the course of the year, we purchased 529,815 litres of HVO, reducing carbon emissions by 1,487 tCO<sub>2</sub>e - 53% of our total Scope 1&2 emissions. Building on our progress in 2024, this achievement demonstrates our continued commitment to sourcing sustainable fuels to meet our SBTi Scope 1&2 targets.

As the transition has now been completed, we are currently focusing on sourcing even newer technologies and innovations to continue to reduce the Company's fuel use.



### CASE STUDY 3

# Hybrid Generators for Tower Cranes | Waterfront

During the upgrading of the mains power supply at our Waterfront site in Dublin city centre, we identified a strategic opportunity to trial a bespoke hybrid generator system for powering two of our tower cranes.

On projects where mains power is not yet available, standard practice often involves assigning a separate 200kVA generator to each tower crane. However, this often leads to several large generators operating inefficiently at approximately 15% of their total capacity, as they run at low loads for the majority of the working day. The requirement for such high-capacity generators is mainly to handle occasional peak electrical demands, which occur rarely when cranes lift or lower heavy loads.

## 2-IN-1 HYBRID TECHNOLOGY

Following extensive research by our plant department, we selected a compact Stage V hybrid unit that combines a diesel generator with an integrated battery pack. Unlike traditional models, this system stores energy in a lead carbon battery, which is designed to handle twice as many peak demand periods as lithium alternatives and offers superior safety at high temperatures. This technology allows for the smoothing of peak loads, ensuring the system remains responsive while significantly reducing overall fuel consumption.

As with the introduction of any innovative technology, we selected one of our busiest sites for this 10-day trial to rigorously assess the technology's viability for future projects and its potential to reduce HVO consumption. The outcomes of the trial are detailed below:



#### Operational Performance:

Two Hybrid generators were deployed for each of our Liebherr 280 EC-Hi tower cranes, managing peak instantaneous loads of 100-130kW while maintaining a steady base operation of 10-15kW.



#### Fuel Efficiency:

Each hybrid generator consumed only 300L of fuel over the trial period. In contrast, a standard 200kVA generator typically uses 1,500L for the same duration.



#### Carbon Reduction:

This represents a significant 80% reduction in fuel consumption and associated emissions.

This successful pilot demonstrates our proactive approach to reducing Scope 1&2 emissions and our dedication to trial-and-track methods that deliver tangible results on the ground. Based on these insights, we intend to deploy this hybrid technology across more projects in future projects.



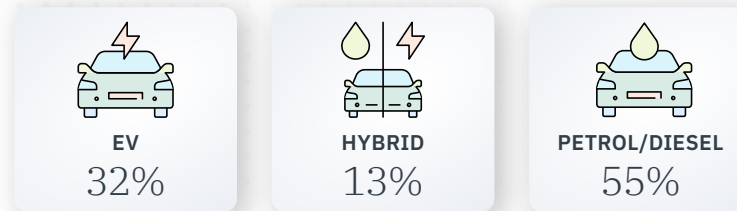
## CASE STUDY 4

## Electric Vehicles

A key component of our carbon reduction strategy involves utilising electric vehicles to lower Scope 1 emissions.

In 2025, 54% of Irish car fleet renewals were electric vehicles, and 27% were Hybrid.

This brings total % of our car fleet by category to:



It had been the Company's ambition to increase the number of electric vehicles in our fleet to 30% of our overall fleet. Such was our commitment to this initiative, in 2025 we reached that target five years ahead of schedule and, in light of this, we are currently reviewing our 2030 target to adjust it accordingly.

In 2026, we will also conduct a comprehensive review of additional strategies to further decarbonise our operations, including increasing the proportion of EVs and hybrid vehicles, as well as considering HVO as an alternative to diesel fuel where applicable.



In the United Kingdom, significant progress was achieved in 2025 through the acquisition of our first two electric vehicles as part of the Gatwick Airport project. These purchases were made to reduce Scope 1 emissions and to demonstrate our commitment to supporting both PJ Hegarty's and Gatwick Airport's sustainability objectives.

In Ireland, after a successful trial on our Waterfront project, we acquired our first electric teleporter in 2025, underscoring our commitment to further electrifying our plant department's vehicle fleet.



## CASE STUDY 5

# Company PV Arrays

The annual yield from these systems for the year 2025 was as follows:

PV SYSTEM AND LOCATION	KWHR
Dublin Office (13.5 kW system)	10,434
Dublin Plant Yard (29.5 kW system)	27,781
PV Cabin (6.5 kW system)	2,404
<b>TOTAL:</b>	<b>40,528</b>

This results in a reduction of 10.5 tCO<sub>2</sub>e. Our commitment supports the ongoing decrease of Scope 1&2 carbon emissions each year and, by exporting surplus renewable electricity to the grid during evenings and weekends, contributes to national environmental objectives.

In 2026, we have plans to expand our photovoltaic (PV) array by installing an additional 29.5 kW system at our offices in Dublin. This enhancement will increase our total PV capacity to 79.0 kW.





**DMA:**  
Climate change mitigation  
and adaptation

# Climate Scenario Analysis

As reported in last year’s annual ESG Report, in 2024, we undertook a climate scenario analysis assessment to evaluate how PJ Hegarty may perform under various future climate conditions, identifying potential risks and opportunities for the business.

Following on from this, in 2025, we conducted a comprehensive review of the risks and opportunities identified in the 2024 analysis, taking into account our performance and projections for 2026 as outlined in the table:



It is planned that in 2026, we will undertake a further review of our climate scenario analysis risks and opportunities in conjunction with our double materiality assessment.

We have provided more details of our Climate Scenario Analysis within [Appendix D](#) of this Report.

TYPE	DESCRIPTION	CATEGORY	FINANCIAL SIGNIFICANCE	LIKELIHOOD	TIME-HORIZON	2025 REVIEW
Risk	Impact on projects due to increased adverse weather conditions (flooding/storms)	Physical – Acute	Low	More Likely Than Not	Medium	2025 saw three major weather events in Storm Eowyn, Amy and Bram. Quantity of storms was average, but the intensity is getting worse with wind and rainfall records broken in 2025 <b>No change</b>
Risk	Increased temperature overall in Ireland affecting building practices	Physical – Chronic	Low	More Likely Than Not	Long	This is trending as expected in 2025 with Ireland & UK experiencing record-breaking warmth, with Summer 2025 becoming the warmest on record. Will review again next year <b>No change</b>
Risk	Increased frequency of sudden heatwaves affecting labour productivity	Physical – Acute	Low	More Likely Than Not	Long	As above <b>No change</b>
Risk	Unable to transition to low carbon options at the pace needed	Transitional – Market	Medium	Highly Likely	Long	<b>No change</b>
Risk	Insufficient capacity in the supply chain due to lack of availability of resources	Transitional – Market	Medium	Highly Likely	Short	Resources remain a challenge in 2025 compared with 2024 <b>No change</b>
Risk	Inability to meet client demands due to workforce being under-skilled in climate matters	Transitional – Market	Low	Possible But Less Likely	Short	As above <b>No change</b>
Opportunity	New types of projects that support the transition to a low carbon economy (e.g. more flooding defense projects)	Transitional – Market	Medium	More Likely Than Not	Long	We have not seen any updated project requirements when compared with 2024 <b>No change</b>
Opportunity	Become a leader in low carbon construction and the contractor of choice for multinationals building projects w/ carbon budgets	Transitional – Market	Medium	Possible But Less Likely	Long	We have not seen any updated project requirements when compared with 2024 <b>No change</b>



**DMA:**  
Resource efficiency  
and circular economy

# Environmental Management

Since 2008, we have maintained a strong Environmental Management System that is ISO 14001-certified, underscoring our dedication to environmental responsibility and sustainable growth.

This system offers a reliable structure for recognising, handling, and reducing environmental risks and impacts throughout every phase of project delivery, covering planning, design, construction, maintenance, and, as illustrated by some of our latest projects, repurposing.

Key areas of focus for our Environmental Management System are Water Reduction, Waste, and Circularity.

We align our environmental management practices with both the basic and comprehensive modules of the VSME, making this approach integral to our daily operations. By doing so, we ensure compliance with regulations and best practice, as well as addressing the needs of stakeholders involved in our various projects throughout Ireland and the UK. This commitment supports leading practices in areas such as biodiversity preservation, sustainable land use, efficient use of water and resources, pollution control, maintaining air quality, and managing waste.

Measures tailored to each site and mitigation strategies are built into project delivery, protecting natural habitats, preventing harm to ecosystems, and encouraging nature-based solutions that enhance climate resilience and promote lasting value.



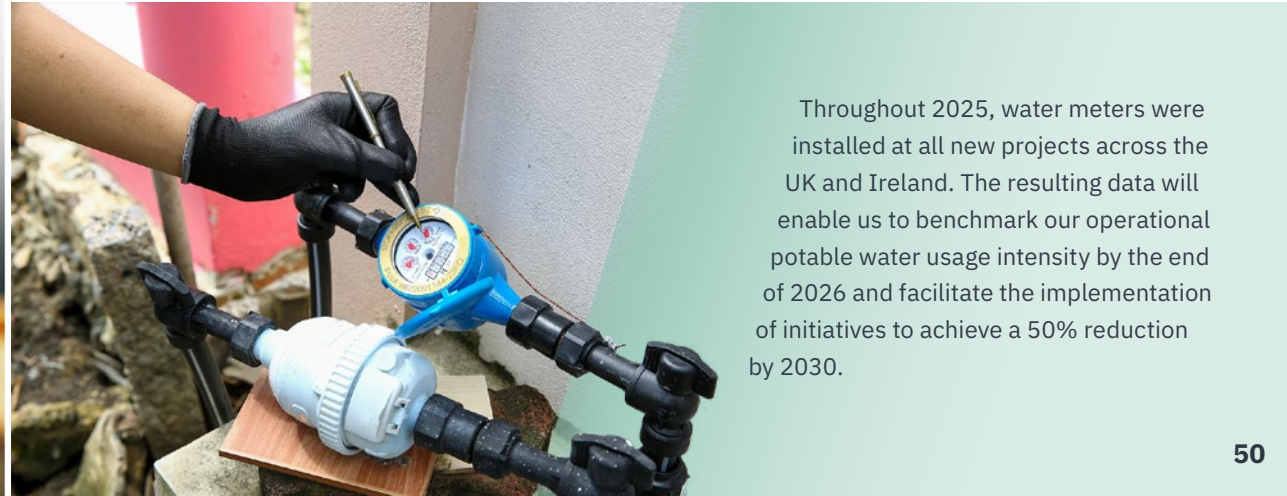
## WATER REDUCTION

Water plays a vital role in construction, supporting everything from making concrete and cleaning equipment to commissioning projects and providing welfare facilities. Yet, with climate change and population growth putting greater strain on water supplies in Ireland and the UK, it's more important than ever to use water wisely. Inefficient water management can damage ecosystems and lead to unnecessary energy and financial costs.

Throughout the construction of our projects, we consistently employ strategies to enhance resource efficiency, safeguard ecosystems, and strengthen resilience to potential water scarcity.



Throughout 2025, water meters were installed at all new projects across the UK and Ireland. The resulting data will enable us to benchmark our operational potable water usage intensity by the end of 2026 and facilitate the implementation of initiatives to achieve a 50% reduction by 2030.








## CASE STUDY 6

# Irish Water Stewardship Programme

A highlight of 2025 was our Sustainability Manager, Owen Stephens, participating in the [Irish Water Stewardship Programme](#). This is an eight-week programme to support medium to large business customers to understand avenues on how to lower water consumption, reduce operating costs and protect the environment.

A key outcome of the training was to prepare a water stewardship action plan that contained the following actions to help achieve our target: **Reduce our water usage by 50% by 2030 against our 2026 baseline.**

We have developed an action plan to help achieve this target:

ITEM	DESCRIPTION
1	 Monitor water consumption on 100% of our sites to develop a baseline by 2026.
2	 On some of our remote sites in Munster, we are using natural water wells for our site welfare needs. Use these where possible and feasible.
3	 Use of RW harvesting system for our larger site compounds.
4	 Installing low flush toilets/urinals and push taps into our project site welfare toilets.
5	 Although lower priority, given that they account for less than 3% of our total water consumption, we will also implement low flush and push tap facilities in our Irish and UK offices.

In addition to the above, we collaborated with companies across a variety of sectors thereby fostering an environment of shared learning that allowed us to integrate new experiences and innovative ideas into our ongoing water conservation efforts.





**DMA:**  
Resource efficiency  
and circular economy

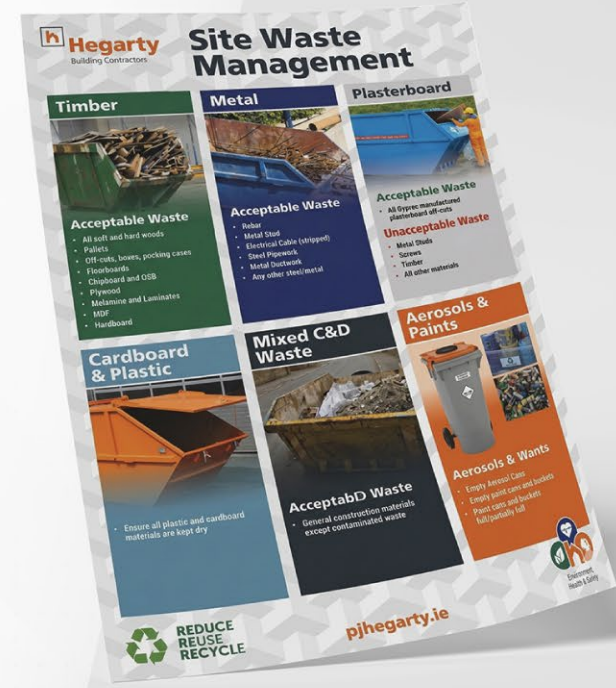
# Waste Reduction and Circular Economy

At PJ Hegarty, we actively pursue innovative strategies to minimise and repurpose waste, supporting the principles of a circular economy. Our waste management procedures encompass systematic segregation, recycling and reuse of materials, as well as stringent controls for hazardous materials.

In 2025, PJ Hegarty implemented waste audits across all projects to evaluate waste management practices and identify opportunities for recycling and reuse. Initial outcomes from these audits included increased utilisation of clearly labelled bins to facilitate efficient

waste segregation, as well as the establishment of new recycling streams throughout project sites.

Our commitment to operational excellence is reflected in our 2025 performance metrics. Through disciplined site management, we successfully recycled 1,724 tonnes of fully segregated skips of rubble, metal, gypsum, plastics, and wood to our waste partners' processing facilities. We also diverted 97% (3,647 tonnes) of our construction and demolition (C&D) waste from landfill.

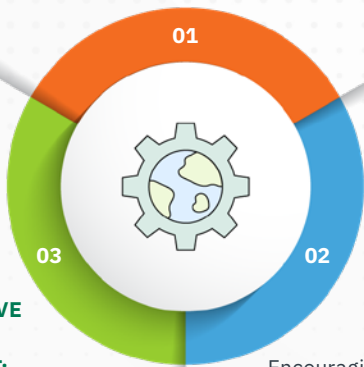


## OUR JOURNEY TOWARD 100% DIVERSION

To support our operational teams in achieving our ambitious goal of 100% C&D waste diversion from landfill, we conducted a multi-faceted analysis of waste data alongside internal attitudes toward resource efficiency. This evidence-based assessment has sharpened our focus on three strategic priority areas:

### KNOWLEDGE SHARING AND SKILLS DEVELOPMENT:

Empowering our teams through targeted training and awareness campaigns.



### COLLABORATIVE DESIGN AND PROCUREMENT:

Partnering with clients and supply chain partners at the earliest stages to design out waste.

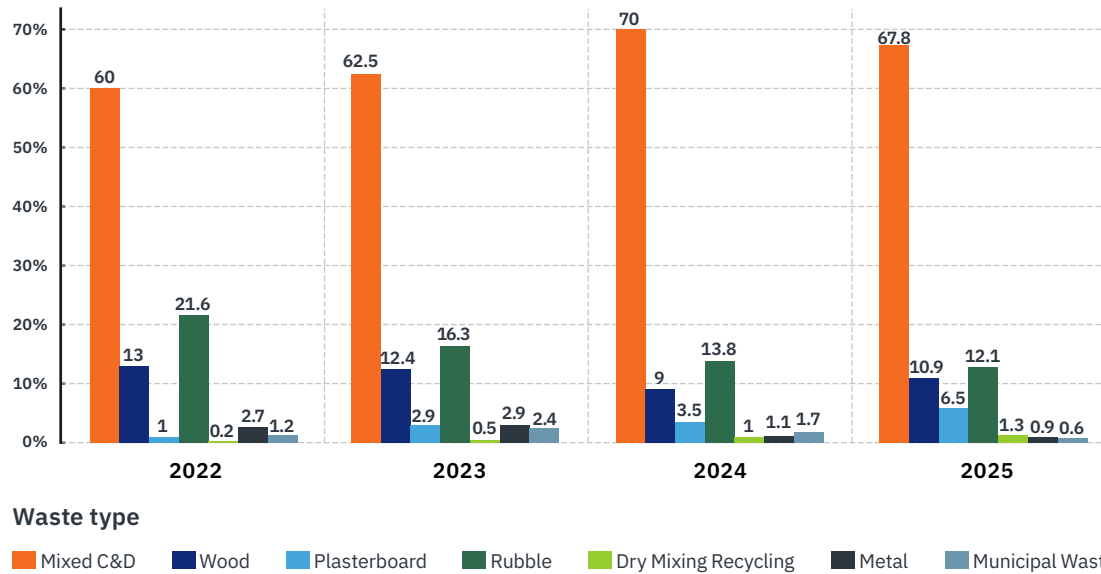
### INNOVATION IN PRACTICE:

Encouraging the widespread implementation of proven, resource-efficient solutions across our Irish and UK operations.

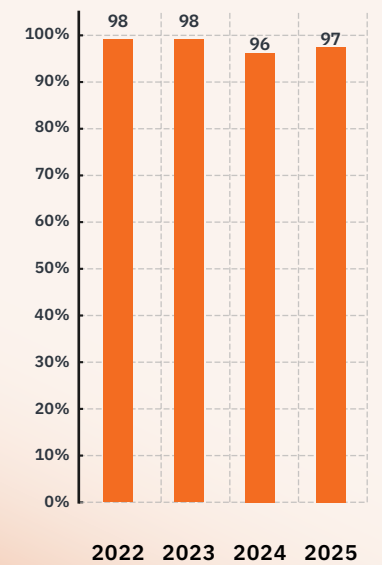
Having achieved notable success in increasing our diversion from landfill rate, we are proud and encouraged by these collective efforts. As a leader in the Irish and UK construction sectors, PJ Hegarty is committed to the significant work ahead as we transition towards a fully circular and sustainable future.

In 2025, we maintained systematic tracking of each waste stream generated by our projects throughout the organisation. This data enables us to pinpoint opportunities for improvement and supports our ongoing commitment to reducing waste production at project sites.

### Waste Composition by Year



### Diversion from Landfill



### KEY OBSERVATIONS:

#### Positives:

- The amount of mixed C&D skips we used decreased
- Increase in wood, plasterboard and DMR skips
- Diversion from landfill rate increased from 96% to 97%

#### Areas to work on:

- Metal skips have reduced, review opportunities to increase these in 2026
- We are still 1% off our best result of 98% diversion from landfill in 2022 and 2023
- Continue to increase the awareness of our site teams and subcontractors on waste segregation at our sites

## CIRCULAR ECONOMY

To truly "shift the dial" on sustainability, we must move beyond traditional waste management toward design-driven circular economy principles. Our objective is to eliminate waste and pollution at source while ensuring products and materials are circulated at their highest value for as long as possible.

In the built environment, the efficient use of resources is not just a requirement but a cornerstone of our operational philosophy. By rigorously assessing lifecycle impacts, prioritising material sufficiency, and embracing innovative construction methods, PJ Hegarty are willing to play our part in significantly reducing the environmental footprint of the landmark projects we deliver.

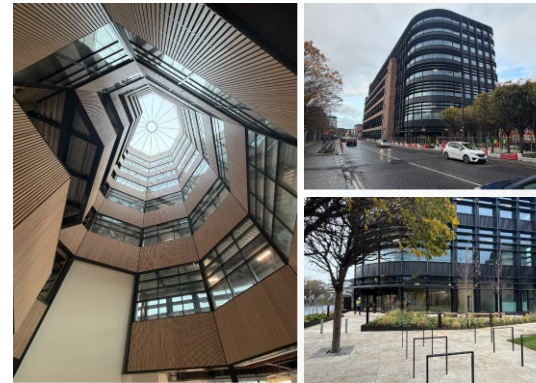


## LIFE CYCLE ASSESSMENT (LCA)

For projects where sustainability is a priority for our clients, we conduct comprehensive evaluations of the environmental impact of materials throughout their lifecycle, from production to disposal. This process enables our clients and their design teams to make informed, data-driven decisions that optimise material efficiency and reduce waste.

Throughout 2025, PJ Hegarty played a pivotal role in two major projects targeting Zero Carbon certification from the [International Living Future Institute \(ILFI\)](#). This is a rigorous, third-party verified standard that confirms a building's operational and embodied carbon emissions are fully neutralised.

For both developments, we collaborated closely with our supply chain to secure comprehensive Environmental Product Declarations (EPDs). This rigorous data collection was essential in determining the total "cradle-to-grave" impact of the buildings, ensuring that every material selected aligned with our commitment to a low-carbon, circular future.



## CASE STUDY 7

## Waste Segregation | Waterfront

One of the key priorities outlined in our 2024 ESG report was enhancing waste segregation awareness among our site teams and subcontractors, with the aim of minimising the volume of site-generated waste sent to landfill. To illustrate our progress toward achieving our goal of 100% waste diversion from landfill, we have developed a case study focusing on one of our major city centre projects: Waterfront, North Wall Quay, which is being constructed for our clients RGRE and Citibank.



This project encompasses the construction and complete fit-out of a nine-storey building, offering 459,000 sq. ft. of advanced commercial space. With a strong emphasis on sustainability, the development is on course to achieve LEED Platinum V4, ILFI Net Zero, and BER A3 certifications.

From April 2025 onwards, we implemented the following initiatives aimed at shifting our waste profile away from construction and demolition (C&D) materials and toward streams with higher recycling rates, ultimately reducing landfill use:



We started by going back to basics, and ensured we had standardised segregation with clear signage and colour-coded stations for our skips in defined locations.



We undertook more inductions/toolbox talks focused on waste and waste segregation and included talks on waste in our weekly meetings.



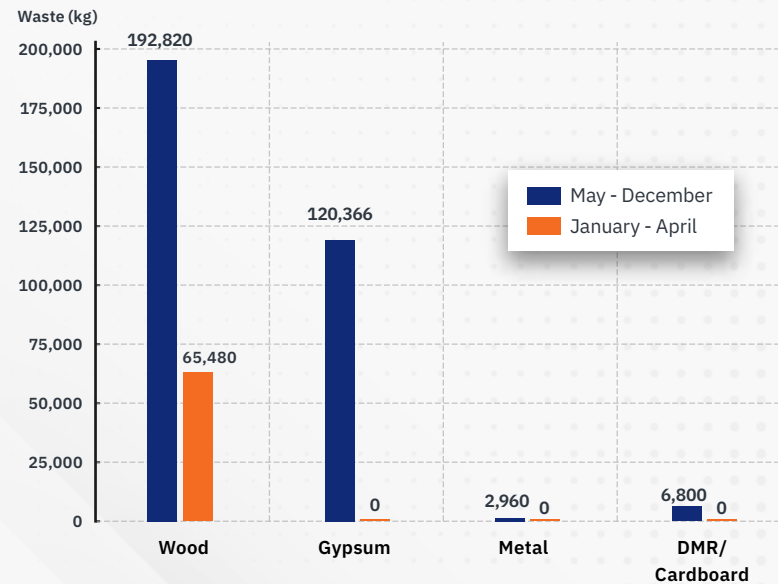
We asked subcontractors to engage on waste and segregate appropriately.



Finally, we continue to monitor our collections and provide feedback to the site on how we are progressing. Thanks to this data monitoring, we can intervene if there is a spike in poor segregation.

As a result, the project's waste diversion rate improved from 97.4% (January–April 2025) to 98.4% (May–December 2025). The graph below illustrates the increased quantities of segregated waste streams collected from the site.

## Waste by Material Breakdown (2025)



The strategies adopted in this project will be communicated across our operations in Ireland and the UK, supporting our commitment to achieving 100% diversion of waste from landfill.

## CASE STUDY 8

# Circular Economy: Reuse of Raised Access Flooring | Google Treasury Project

During demolition works on this project, investigations and surveys were completed on the existing raised access flooring in the building, and the potential to carefully remove this and then re-use it on the new project.

Following this, it was decided in conjunction with the client and design team that approximately 8000m<sup>2</sup> of raised access flooring could be removed and stored off site. Whilst in storage the flooring was professionally inspected and tested for safety and structural integrity.





Given that this was a shell and core project, we reinstated approximately 2000m<sup>2</sup> of the raised access flooring tiles over the course of 2025, with the additional 6000m<sup>2</sup> remaining in safe storage planned to be reused when the future fit out works are completed.



# Biodiversity

We recognise the intrinsic value of the natural environment. We are committed to minimising our ecological footprint while actively restoring and safeguarding natural ecosystems. Environmental stewardship is integrated into every project phase - from design to delivery - and is guided by nature-positive principles.

As the climate crisis intensifies, the interdependence between climate stability and nature is clear. PJ Hegarty is proactively incorporating nature-based solutions into our core strategies. This holistic approach ensures a resilient business that mitigates climate risks while championing ecosystem restoration in the communities where we operate.

CONSIDERATION	DESCRIPTION
 Air Quality	Using compliant non-road mobile machinery (NRM) and monitor noise, dust, and vibration with on-site equipment
 Water Use	Tracking water intensive activities to avoid excessive water use
 Water Discharge	Monitoring water discharge, compliance and volume
 Temporary Ecology	Adding temporary ecological enhancements to site during construction

Each year, we also engage with our colleagues throughout the Company to complete initiatives to help improve local biodiversity. Some examples are illustrated in the following case studies.



## CASE STUDY 9

# Canley Brook Fish Rescue | HS2 BBV

This project involved the installation and realignment of a 200m section of water course beneath Canley Brook Viaduct to improve flood resilience and support the clients efforts with local biodiversity. To enable in-channel works, the Canley Brook required temporary diversion and dewatering, which risked impacting the aquatic ecosystem.

A key sustainability focus was the protection and relocation of fish and other aquatic fauna during construction.

The objectives were to:

- successfully protect biodiversity by preventing fish mortality during installation of Canley Brook water course,
- comply with the Environmental Permitting Regulations (EPR) and the Wildlife and Countryside Act 1981,
- minimise ecological disruption and ensure habitat reinstatement post-works are successful, and
- promote sustainable construction practices by integrating ecological expertise into project planning, and,
- working collaboratively with the client.

## FISH RESCUE METHOD:

### Pre-works Survey

Ecologists conducted a baseline aquatic habitat survey to identify fish species and estimate population density. (FR2 Permit authorised)

### Temporary Flow Diversion

A cofferdam system and temporary bypass channel were installed to maintain downstream flow.

### Fish Rescue Operation

Conducted by licensed fisheries in one day, ecologists - using electrofishing equipment in accordance with 'Environment Agency' best practices - placed a current into the water to momentarily stun the fish. Once captured in nets, the fish were identified, counted, and relocated in the realigned water course. (The process was repeated until no fish were detected within the affected area).

### Post-rescue Monitoring

Water quality testing (DO, pH, turbidity) ensured suitable conditions before and after relocation. Post-construction ecological monitoring confirmed successful recolonisation.

The Canley Brook fish rescue demonstrated that infrastructure delivery and ecological protection can coexist through proactive planning and sustainable practices. The approach safeguarded local biodiversity, met legal obligations, and left a positive environmental legacy.



Existing watercourse where fish rescue was completed



Upstream end of watercourse, old section was maintained as an ecological feature, re-graded to backfall. A riprap bund was installed to guide the main flow of water, with a 300mm diameter pipe was installed to allow passage of fish to the between the old and new sections of watercourse.



## CASE STUDY 10

# Bird, Insect and Bat Boxes | Confidential Cork Campus Expansion

Prior to the proposed expansion of this campus, an ecological assessment was conducted by a qualified consultant. A key recommendation from this report was to establish replacement habitats for native species impacted by the development. PJ Hegarty, working collaboratively with the ecology consultant and our client, undertook the installation of the following measures.

-  5 Bird boxes
-  5 Insect boxes
-  10 Bat boxes

The Ecology Consultant specified all boxes, which were sourced by PJ Hegarty from an approved supplier. The protected species were:

- **Birds:** All local birds - Great Tits, Tree Sparrows, and possibly Blue Tits or Coal Tits
- **Bats:** Common Pipistrelle, Soprano Pipistrelle and Leisler's Bat
- **Insects:** All small native insects

The boxes were installed in 2025 and will remain in place following completion of the project.





05.

# Our Product

61. INTRODUCTION

62. RESPONSIBLE SOURCING

66. DIGITAL - SUSTAINABLE CONSTRUCTION

68. QUALITY - SUSTAINABLE CONSTRUCTION

69. SUSTAINABILITY AND QUALITY

74. SUSTAINABLE COMMUNICATION HUB CREATION

75. SUSTAINABLE CONCRETE AND REBAR





# Introduction

At PJ Hegarty, our Product Pillar represents the tangible realisation of our century-long heritage: a steadfast commitment to delivering complex, high-quality projects that define the sustainable built environment. For 2025, our focus remained on integrating responsible sourcing, digital innovation, and meticulous quality management throughout every stage of the construction lifecycle.

We continue to lead the industry by prioritising transparency and traceability across our supply chain. Building upon the successful 2024 rollout of our Responsible Sourcing Code, we ensure that our value chain remains fundamentally aligned with our rigorous standards for integrity and ethical procurement. By leveraging Building Information Modelling (BIM) and advanced digital technologies, we embed sustainability and compliance into the very fabric of our project delivery, enhancing collaboration and optimising lifecycle performance for our clients.

Innovation at PJ Hegarty is driven by a practical, data-led approach. We are dedicated to spearheading the adoption of advanced construction methods and low-carbon materials, such as sustainable concrete and low-GWP rebar, which significantly reduce environmental impact while maintaining our uncompromising standards for safety and durability. Our 'Right First Time' philosophy ensures that every structure we build delivers superior value, minimises waste through circular economy principles, and supports the broader transition toward a net-zero future.

This section of our 2025 Report details our evolving digital strategies, showcases new case studies in sustainable excellence, and reaffirms our dedication to delivering products that uphold our core values of safety, sustainability, relationships, inclusivity, dedication and forward thinking.



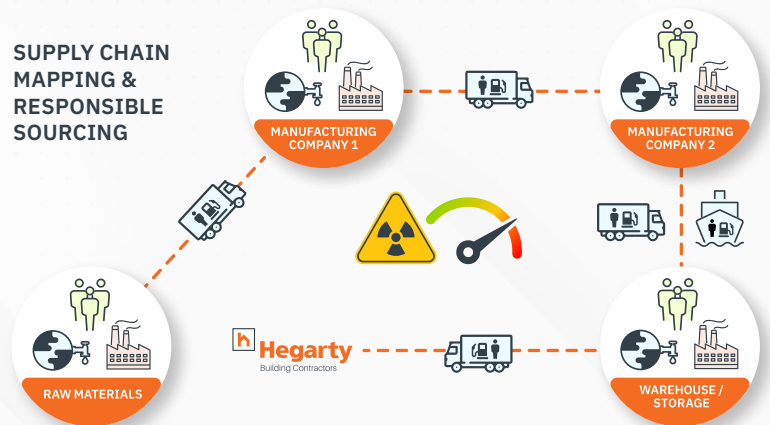
**DMA:**

Supply chain responsibility and human rights

# Responsible Sourcing

As a tier-one contractor, we uphold a steadfast commitment to the responsible sourcing of materials. Our procurement practices are designed to consider sustainability, ethical conduct, and strict compliance with industry standards, thereby mitigating our impact on key environmental areas such as GHG emissions, pollution, material consumption, and advancing social responsibility throughout our supply chain.

PJ Hegarty and our subcontractors primarily source materials from suppliers in Ireland, the UK, and Europe, regions generally considered low-risk for human rights issues. However, the Company acknowledges the potential for human rights abuses further down the supply chain in industries like manufacturing, mining, and material refinement. To mitigate this risk, PJ Hegarty strives to ensure accountability deeper within the supply chain through targeted auditing and the use of effective, reputable third-party certification schemes, such as the [Forest Stewardship Council \(FSC\)](#) or [Programme for the Endorsement of Forest Certification \(PEFC\)](#) for wood products, and the [CARES Sustainable Constructional Steels \(SCS\)](#) Scheme for steel.



## KEY SECTIONS OF OUR RESPONSIBLE SOURCING CODE

**Ethical Business Practices****Human Rights****Labour Practices****Environmental Sustainability****Transparency****Continuous Improvement**

## RESPONSIBLE SOURCING CODE

After releasing out Responsible Sourcing Code in 2024 and the successful rolling out of that Code throughout 2025, we have been working on our Responsible Sourcing Policy which has now been approved and will be implemented for our procurement and purchasing teams in 2026. This Policy underlines PJ Hegarty's commitment to embedding responsible sourcing across our entire value chain, proactively aligning with voluntary sustainability standards to uphold the highest environmental, social, and corporate governance standards. This commitment involves applying a risk-based due diligence approach to all partners, enforcing strict ethical standards, and requiring critical materials to carry recognised third-party certifications.

## INTRODUCTION

In 2025, our procurement teams and senior site personnel in Ireland and the UK paid a visit to some of our key suppliers and subcontractors. Amongst our visits, we included concrete and reinforcement suppliers, particularly as these products contribute significantly to our Scope 3 carbon emissions. The purpose of these visits was to examine these suppliers' approach to sustainability, ensure compliance and alignment with our own Responsible Sourcing Code and relevant policies and to see what we can all do to improve our own approach and actions.

### CASE STUDY 11

## Concrete Supplier

We visited one of Ireland's largest concrete suppliers and learned that their roadmap indicated their intention to have a 42% reduction in their Scope 1&2 emissions by 2030. Their current main objectives under sustainability are quality, technology integration, concrete design mix optimisation, innovation and solutions, as well as collaboration. The recycling of waste tarmacadam was discussed at great length and many of their premises now take this material for recycling and reuse. The use of calcined clay as a supplementary cementitious product was also discussed as something to work towards in the future.



### CASE STUDY 12

## Reinforcement Steel Supplier

At the reinforcement supplier's premises, demonstrations were completed showing how the off-site prefabrication model was three times more productive than standard construction practices. We were shown examples of projects where CO<sup>2</sup> emissions had been drastically reduced due to the nature of their practices. They also provided evidence to back up their published certificates indicating the use of 90% recycled steel in the products they supply. This was a great knowledge sharing visit and reinforced our plan to hold further workshops and visits.

### CASE STUDY 13

# Glass Manufacturing Plant Supplier

We visited the largest independent glass manufacturing plant of its kind in Europe, located in Ireland. It manufactures high performance glass solutions for large projects, including many recent PJ Hegarty major projects, ranging from architectural façade to advanced insulating glass units, laminated, heat-treated, digitally printed and ceramic glass.

Their approach gave us some great insights on solar PV where we learned that a new solar PV array on their roof ensures that up to 13% of the local company's energy requirements come from a renewable source. They have also entered into a Corporate Power Purchase Agreement (CPPA), securing the supply of 40% of their electricity requirements from a windfarm which is located approximately ten miles from the plant. There were some great takeaways from this insightful visit.



## CONCLUSION

In conclusion, our visits were informative, insightful and a good indicator as to where some of the key players in our supply chain currently sit on their sustainability journey. Across all visits, key areas of discussion included off-site construction and how innovation is being applied to optimise project delivery.

While some follow-on checks and questions were inevitable and will continue to be, all suppliers from concrete, glass and reinforcement believe that early engagement at design stage is one of the key components in getting reductions in carbon emissions and making a project as sustainable as possible. Other topics discussed were carbon footprint, product EPDs, an overview on human rights, working conditions, and modern slavery.



## THE NATIONAL PROCUREMENT AWARDS 2025



### NATIONAL PROCUREMENT AWARDS 2025

#### Risk Management Award

This award recognises the strength of our procurement and governance systems, highlighting our commitment to responsible, transparent, and effective risk management across the business.

## RESPONSIBLE SOURCING ACTION PLANS

Looking forward, our procurement teams for both subcontractors and suppliers are working on several initiatives, including:



Further recycling and re-use of timber materials at our sites



Explore the use of locally sourced material and recycled material in lieu of imported hardwoods



Additional ESG training and workshops for our supply chain partners



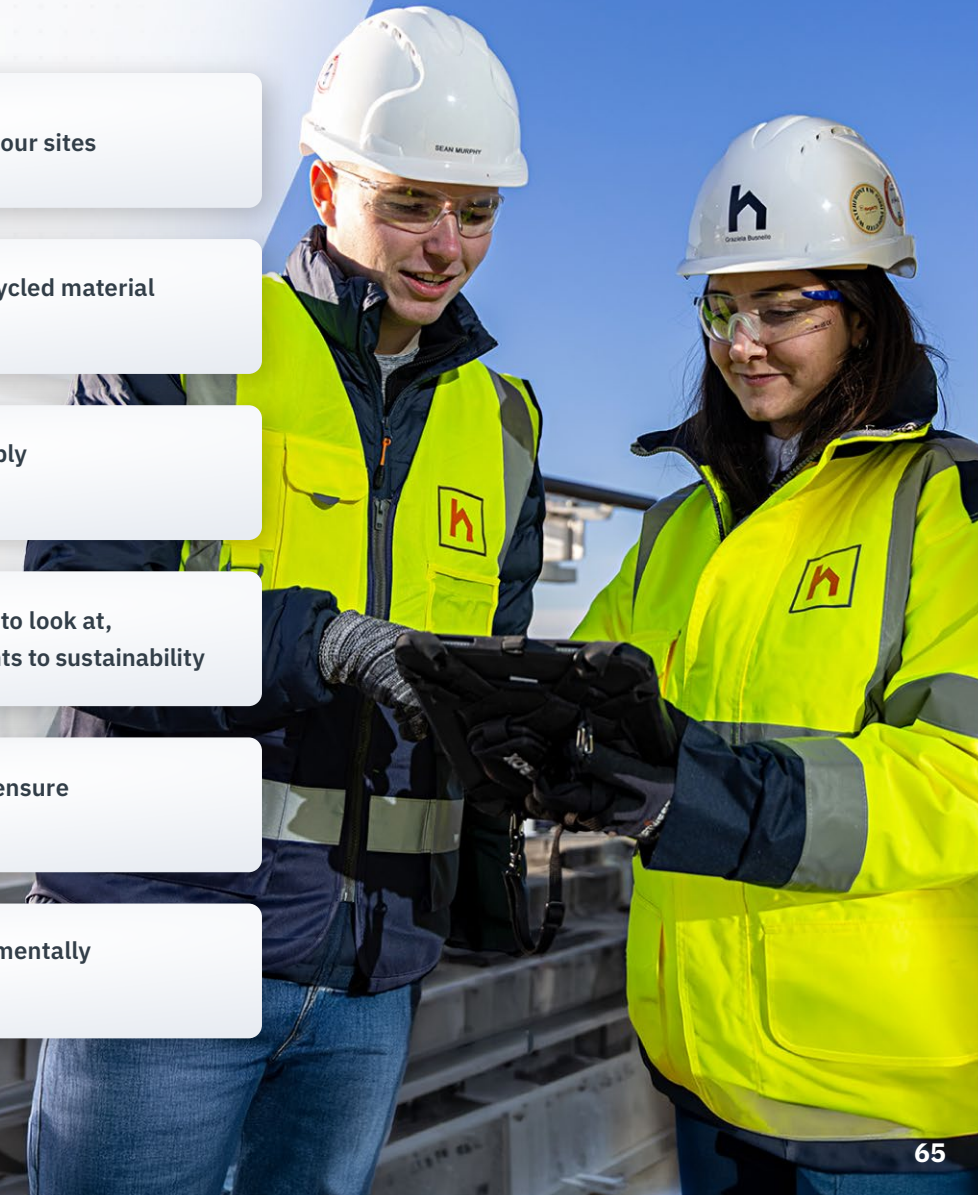
Site visits and checks on our supply chain partners to look at, compliance with our Code, policies, and commitments to sustainability



Monitoring and reviewing our Code and policies to ensure effectiveness



Continue working towards the use of more environmentally friendly hoarding where practicable





# Digital - Sustainable Construction

In 2025, PJ Hegarty strengthened our digital construction strategy as a key enabler of sustainable, safe, and efficient project delivery. We have deepened the integration of digital workflows across planning, coordination, and delivery - enhancing certainty, reducing risk, and driving improved environmental and safety outcomes.

Building on our robust BIM foundations, we have expanded our digital ecosystem to enhance real-time project oversight and resource efficiency:

## DIGITAL PERMIT-TO-WORK SYSTEM:

A major milestone this year was the successful rollout of our new digital permit-to-work system. By digitising plant and equipment onboarding, we have streamlined compliance through real-time approvals and tracking, significantly enhancing site safety and operational transparency.

## DATA-DRIVEN PROCUREMENT:

We have advanced our procurement processes through enhanced digital dashboards. These provide live visibility into programme performance and cost risks, empowering our teams to make earlier interventions and smarter, more sustainable resource allocations.

## EMERGING TECHNOLOGIES:

Our digital team continues to evaluate cutting-edge solutions, including AI-driven progress tracking. These innovations, alongside our maturing 4D (Scheduling) and 5D (Costing) capabilities, ensure greater sequencing accuracy, reducing rework and material waste.

## INFORMATION MANAGEMENT

Effective information management remains at the heart of PJ Hegarty’s digital construction strategy. Our BIM processes are fully aligned with ISO 19650 and accredited by the British Standards Institution (BSI), ensuring a consistent, structured framework for creating, managing, and exchanging project information.

In 2025, we strengthened our focus on the early identification and definition of Client Information Requirements (CIR). By embedding best practices within our project teams, we ensure that data quality and accountability are prioritised from the outset. This rigorous approach supports more reliable decision-making throughout the entire project lifecycle, from design intent to sustainable operation.



## FUTURE OUTLOOK

As we look toward 2026, digital construction solutions will remain central to our delivery strategy. We are committed to further leveraging data analytics to meet our ambitious ESG targets, ensuring that every project we deliver is as efficient, transparent, and sustainable as possible.



# Quality - Sustainable Construction

Quality is a key enabler of our ESG strategy. By embedding quality excellence across our operations, we deliver stronger environmental outcomes through reduced waste and lower carbon emissions, create safer workplaces for our employees and subcontractors, provide more reliable outcomes for our stakeholders, and strengthen governance through disciplined ‘Right First Time’ execution. This is further enabled through the increased use of offsite manufacturing and lower carbon alternatives to traditional construction products, ensuring sustainability is designed into delivery rather than addressed retrospectively.

Up to 28% of project time can be associated with rework<sup>1</sup>. Our ‘Right First Time’ ethos is a foundational operating principle that aligns quality performance with ESG objectives to address this.

It focuses on preventing defects, reducing rework, and improving consistency across delivery. More importantly, it reinforces a mindset of ownership, accountability, and continuous improvement at every level of the business. This approach supports the effective adoption of offsite manufactured solutions and alternative materials, ensuring quality, performance, and sustainability requirements are met at first installation. As a result, ESG outcomes are achieved through operational control and design certainty, not corrective action.



## RIGHT FIRST TIME SUPPORTS IMPROVED SOCIAL AND SAFETY OUTCOMES BY:

- reducing rework, which lowers health and safety risk on sites
- enabling greater use of offsite manufacturing, minimising waste and reducing onsite exposure and manual handling risks
- driving a consistent quality mindset that empowers teams to intervene early and do the right thing first time
- delivering more predictable programmes, improving workforce wellbeing and productivity
- providing higher quality outputs that strengthen client confidence and stakeholder trust

## QUALITY IMPROVEMENT DIRECTLY REDUCES OUR ENVIRONMENTAL FOOTPRINT THROUGH:

- fewer defects and reworks, resulting in lower material consumption and waste generation
- increased use of offsite manufacturing, reducing waste, energy use, and transport movements
- adoption of alternative, lower carbon products that reduce embodied carbon compared to traditional materials
- improved predictability of delivery, enabling better resource planning and reduced environmental inefficiencies

## BY LINKING QUALITY AND SUSTAINABILITY THROUGH RIGHT FIRST TIME, WE CREATE A SELF-REINFORCING ESG MODEL:

- operational excellence reduces environmental impact
- predictable delivery improves social and safety outcomes
- reduced rework and waste deliver cost savings, improving overall value for the business and driving continued quality and sustainability improvements

<sup>1</sup><https://www.businesswire.com/news/home/20250407799925/en/Procores-Future-State-of-Construction-Report-Reveals-How-AI-Automation-and-Workforce-Shifts-are-Shaping-the-Industry>



Quality is a cornerstone of PJ Hegarty’s culture and a defining element of how we deliver long-term value to our [clients](#) and stakeholders. Our commitment to excellence is reflected in our ISO 9001:2015 certification, an internationally recognised benchmark that affirms the strength of our quality management systems and our dedication to continuous improvement. This accreditation, which is subject to independent audit and which we have held for over 30 years, reinforces our focus on consistently meeting and striving to exceed client expectations through disciplined, reliable, and transparent operational practices.



To support this culture, we operate a comprehensive Quality Management System (QMS) that governs how [quality](#) is embedded across all business activities from internal support functions to project delivery.

By integrating quality into every aspect of our work and equipping our people with the systems, training, and support they need, PJ Hegarty ensures that excellence remains central to our identity. This commitment strengthens client trust, enhances operational resilience, and contributes to sustainable, long-term value creation for all stakeholders.



Our quality philosophy is rooted in a proactive, prevention-driven approach guided by ‘Right First Time’ and the pursuit of Zero Defects. These principles shape how we plan and execute every project, ensuring precision, minimising rework, and enhancing efficiency. Quality is a collective commitment shared by our people and supply chain, fostering a culture of accountability and pride that has defined us for a century.



## QUALITY MINDSET AND CULTURAL TRANSFORMATION

A strong sustainability strategy depends on a culture where quality is a shared belief rather than an obligation. This year, we advanced our commitment to a quality-first mindset by embedding continuous improvement, accountability, and learning into everyday decision-making across the organisation.

On this page, we provide some examples of how we are transforming the culture of quality within our own business and those of our stakeholders.

## SPOTLIGHT ON THOSE DRIVING QUALITY WITHIN PJ HEGARTY

Leaders model the behaviours we expect: integrity, a willingness to learn, outside the box thinking, and setting the tone for our quality culture that values excellence. During the year, we spotlighted a number of our quality leads on our projects who exemplify these behaviours.



### BARRY O'RIORDAN:

*"Working in a quality related role allows me to be involved in all stages of the project and I am most proud when a project has been successfully handed over to a satisfied client."*



### PIERCE O'DONNELL:

*"Managing quality and highlighting its importance can be a major factor in how other people do their work. You get an opportunity to learn about lots of different activities on site."*



### SAKTHI SHATHASIVAM

*"Quality should be a shared value, not just a compliance requirement. Recognising and rewarding good quality practices, promoting learnings, and ensuring everyone understand their role in getting it Right First Time."*



## RECOGNISING QUALITY DRIVEN BEHAVIOURS

We continued and expanded our quality recognition mechanisms that celebrate individuals and teams who demonstrate exceptional commitment to quality and continuous improvement.



## EMBEDDING CONTINUOUS LEARNING

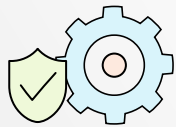
In October, we participated in World Quality Week, focusing on how we can 'Think Differently' to improve quality.

Throughout 2025, we ran a number of structured training programmes, workshops, presentations and e-learning modules that keep employees updated on industry standards, quality requirements and sustainability practices.

## CASE STUDY 15

# Geosynthetic Cementitious Composite Mat

On a major civil engineering project in the UK, PJ Hegarty specified and installed 1,475m<sup>2</sup> of Geosynthetic Cementitious Composite Mat (GCCM) as a high-performance alternative to traditional concrete for erosion protection in overflow channels and attenuation ponds.



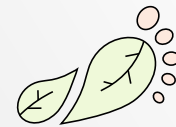
### QUALITY & DURABILITY:

GCCM offers superior abrasion resistance (five times that of standard OPC concrete) and exceptional chemical and UV resistance. This ensures a design life of up to 120 years, significantly reducing lifecycle maintenance.



### OPERATIONAL EFFICIENCY:

The system is up to ten times faster to install than traditional methods, offering greater adaptability to shifting onsite conditions.



### ENVIRONMENTAL IMPACT:

The selected GCCM achieves a 55% lower Global Warming Potential (GWP) compared to traditional ST4 in-situ concrete. On this project alone, this resulted in a saving of 31,190kg CO<sub>2</sub>e<sup>1</sup> - the environmental equivalent of planting 1,485 trees.<sup>2</sup>

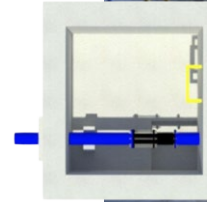
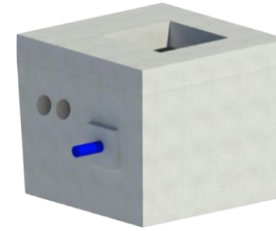
<sup>1</sup> Based on 1475m<sup>2</sup> of covering at design 150mm thickness concrete = 224m<sup>3</sup> concrete. Using a conservative figure of 253co<sub>2</sub>/m<sup>3</sup> taken from (<https://circularecology.com/news/embodied-carbon-calculator-for-concrete-launched#:~:text=Low%20carbon%20concrete%20is%20ofte,n.Bookmark%20the%20permalink>) as no epd was available and taking 55% saving from this = 31190.\*

<sup>2</sup> Calculated using a figure of 21 kg C<sub>2</sub> / tree/year for an Oak tree based on Shupe et al. (2022), Trees, Forests and People <https://agris.fao.org/search/en/providers/122436/records/675ac4d10ce2cede71d0d8ca>\*

\*Information provided by Concrete Canvas <https://www.ccportal.co.uk/s/eCAXoBBPEDKjkHT?dir=/&editing=false&openfile=true>

## CASE STUDY 16

# Offsite Fabrication Delivering Quality and Sustainable Benefits



By utilising off site fabrication where possible, PJ Hegarty is maximising quality deliverables and achieving sustainability benefits.

## PREFORMED WATER METER CHAMBERS

In 2025, PJ Hegarty adopted this approach for the provision of preformed water chambers, transitioning from traditional blockwork to preformed chambers allowed for:



**Guaranteed Integrity:** Manufactured in controlled environments, these units ensure consistent dimensional accuracy and watertight integrity.



**Risk Mitigation:** Reducing on-site labour and eliminating the need for timber formwork significantly lowers health and safety risks and material waste.

Unlike blockwork chambers, which may be prone to on-site variability and additional waterproofing and finishing, the preformed units arrive ready-made and structurally robust, minimising installation errors

The precast chambers are designed to meet industry standards and incorporate features such as a built-in ladder access point, cable ducts and lifting sockets, offering a complete and efficient solution for housing water meters.

## MODULAR CHW AND LPHW PIPEWORK

On one of our largest 2025 projects, we collaborated with a client and some of our subcontractors to implement modular Chilled Water (CHW) and Low-Pressure Hot Water (LPHW) pipework.



**Accelerated Delivery:** Offsite fabrication allowed distribution systems to be manufactured in parallel with site works, reducing the construction duration from 36 weeks to just 15 weeks.



**Superior Quality Control:** Testing and verification were conducted in a factory setting, ensuring the highest product standards prior to site arrival.

	TRADITIONAL STICK BUILD METHOD	OSM METHOD
Build Area	Tighter build areas result in challenges for onsite quality issues.	Larger work area / storage areas minimises the potential for damage during build.  Reduced red lining and field measurements for final connections reducing on site cutting and welding.
Welding Restrictions	Restricted building areas which provide challenges with ensuring the quality of welding in tighter positions.	Full warehouse areas allowing comfortable rotation of plant and pipework to allow for the required quality standard welding of all joints and provides easier inspection of these welds.
Onsite Plant Area	Potential repainting of areas upon mechanical installation completion.	Bolting and torquing of flanges only. Plantroom left in better condition upon completion. No defects.

**CASE STUDY 17**

# Alternative to Traditional Timber Framework

Aligned with our commitment to the circular economy, we researched the practicality of replacing traditional timber formwork with alternative products. Typically, timber formwork has a limited lifespan and in some cases is a single use material.

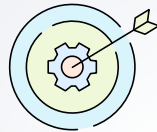
In 2025, our team adopted two different products to reduce the timber waste on our projects.



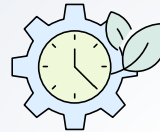
## MANHOLE INVERTS

Reusable pre-formed components that are installed to create a mould, allowing the creation of a watertight manhole base without the need for timber formwork.

Advantages include:

**Precision Engineering:**

Achieves a bespoke, high-quality finish with custom shapes and angles in as little as 45 minutes.

**Sustainable Gains:**

Achieved a 50% time saving on installation while virtually eliminating timber waste and reducing heavy lifting requirements for our workforce.



## FORMWORK SUPPORT SYSTEM

To address the waste generated by damaged or discarded timber struts, we introduced a threaded-bar support system for slabs and bases.

Advantages include:

**Enhanced Control:**

The system allows for pinpoint adjustments to line and level prior to pre-pour inspections, ensuring a higher quality finish.

**Waste Elimination:**

By replacing traditional timber propping with this adjustable, reusable system, we have halved installation times and removed a significant waste stream from our sites.

# Sustainable Communication Hub Creation

To enhance site engagement and safety awareness, our team identified a strategic opportunity to improve information sharing through the lens of resource efficiency. In a clear demonstration of our commitment to circular economy principles, we opted to repurpose an existing 20ft container from our plant department rather than procuring new materials.



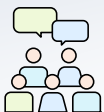
## IMPLEMENTATION & FEATURES



**Refurbishment:** The redundant container was fully refurbished and transformed into a dedicated, centralised communication hub.



**Strategic Signage:** The interior and exterior were fitted with clear, high-visibility signage covering critical ESG pillars: health and wellbeing, DEI, environmental standards, and safety protocols.



**Information Focal Point:** The hub now serves as the primary site location for team briefings, EHS updates, and the distribution of important information.

## MEASURABLE IMPACT



**Environmental:** Directly reduced waste and resource consumption by extending the lifecycle of our existing plant assets.



**Social:** Fostered a stronger safety culture and improved wellbeing through more accessible, face-to-face team engagement.



**Governance:** Increased the visibility of EHS policies and site conduct standards, ensuring robust compliance and accountability across the workforce.

## FUTURE OUTLOOK

Building on this success, we will continue to gather personnel feedback to optimise the hub's effectiveness. Furthermore, PJ Hegarty is actively exploring additional opportunities to scale this repurposing model across our other project sites, ensuring sustainability remains ingrained in our site infrastructure.

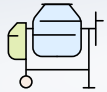




# Sustainable Concrete and Rebar

Concrete and reinforcing steel (rebar and mesh) consistently represent the most significant sources of our annual carbon emissions. In 2025, concrete accounted for 36% of our total carbon footprint, while rebar and mesh contributed an additional 40% across our projects.

Implementing specific measures to lower emissions from these high-carbon materials is central to our 2030 ESG strategy. In 2025, by opting for more sustainable options in concrete and rebar steel, we achieved total savings of



**2,130 TCO<sub>2</sub>e by GGBS for CEM II/A-L Cement in the concrete mix**



**322 TCO<sub>2</sub>e reduction using rebar with a low GWP and high recycled content**

These significant carbon reductions were achieved by collaborating closely with our design teams, clients, and involving supply chain partners early in the process. Now, as part of our standard project tenders, we always provide clients with a sustainable alternative to carbon-intensive materials like rebar and concrete. This approach gives clients the option to lessen their project's environmental impact and also supports us in reaching our carbon reduction goals.





06.

# Conclusion & Appendices

77. CONCLUSION

78. APPENDIX A - PRACTICES, POLICIES, & FUTURE INITIATIVES

80. APPENDIX B - VSME ALIGNED DISCLOSURE

82. APPENDIX C - CARBON METRICS

83. APPENDIX D - CLIMATE SCENARIO ANALYSIS





# Conclusion

This ESG Report demonstrates our Company’s continued commitment to operating responsibly, transparently, and sustainably across all aspects of our business. Our approach has focused on identifying and addressing the environmental, social, and governance risks and opportunities most material to our operations, our stakeholders, and the communities we serve.

Throughout 2025, we have built on our foundations of integrity, accountability, and continuous improvement towards strengthening our environmental performance, advancing health, safety, and wellbeing, and fostering a workplace culture grounded in respect, inclusion, and innovation. We have also reinforced our governance structures to ensure that ethical conduct, anti-corruption, and supply chain responsibility remain central to how we do business.

Looking ahead, we recognise both the challenges and opportunities that lie in driving sustainability across the construction value chain. We are committed to maintaining momentum; investing in low-carbon solutions, expanding training and engagement programmes, and strengthening our partnerships with clients, suppliers, and other stakeholders to contribute positively to the built environment.

Our progress over the past year not only demonstrates our adherence to stringent ESG expectations set forth by industry standards and regulatory bodies but also showcases our commitment to upholding exemplary ethical standards. These standards serve as a benchmark for responsible construction practices. We remain steadfast in integrating ESG considerations into our strategic decisions, ensuring that our current actions pave the way for a more resilient, equitable, and sustainable future for all.



# Appendix A - Practices, Policies, & Future Initiatives

Description of practices, policies and future initiatives for transitioning towards a more sustainable economy.

ESG TOPIC	RELEVANT POLICY*	WHERE TO FIND INFORMATION ON PRACTICES RELEVANT TO ESG TOPICS AND POLICES
<b>Climate Change</b>	<ul style="list-style-type: none"> <li>• Climate Change Policy</li> <li>• Code of Ethics &amp; Business Conduct</li> <li>• Environmental &amp; Sustainability Policy</li> <li>• ESG Roadmap</li> <li>• Training</li> </ul>	Pages 9, 18, 43, 44, and 49
<b>Pollution</b>	<ul style="list-style-type: none"> <li>• Environmental &amp; Sustainability Policy (including Pollution Prevention Policy)</li> <li>• Environmental Management Systems</li> <li>• Training</li> </ul>	Pages 9, 18, 50, 54, and 62
<b>Water and Marine Resources</b>	<ul style="list-style-type: none"> <li>• Environmental &amp; Sustainability Policy</li> <li>• Environmental Management Systems</li> <li>• Training</li> </ul>	Pages 9, 10, 18, 43, 50, 51, 57, and 58
<b>Biodiversity and Ecosystems</b>	<ul style="list-style-type: none"> <li>• Environmental &amp; Sustainability Policy</li> <li>• Environmental Management Systems</li> <li>• Training</li> </ul>	Pages 9, 50, 57, and 58
<b>Circular Economy</b>	<ul style="list-style-type: none"> <li>• Environmental &amp; Sustainability Policy</li> <li>• Waste Management Policy and Systems</li> <li>• Training</li> </ul>	Pages 9, 18, 52, 54, 56, 73, and 74
<b>Own Workforce</b>	<ul style="list-style-type: none"> <li>• Employee Handbook</li> <li>• Code of Ethics &amp; Business Conduct</li> <li>• Health &amp; Safety Policy</li> <li>• Modern Slavery Policy</li> <li>• Work-Life Balance Policy</li> <li>• DEI Policy (plus anti-discrimination policies)</li> <li>• Human Rights Policy</li> <li>• Modern Slavery Policy</li> <li>• Anti-Bribery &amp; Corruption Policy</li> <li>• Data Protection Policies</li> <li>• Protected Disclosures Policy</li> <li>• Environmental &amp; Sustainability Policy</li> <li>• Health &amp; Safety, and Environmental Management Systems</li> <li>• Training</li> </ul>	Pages 7, 9, 12, 17, and 20-40



# Appendix A - Continued

Description of practices, policies and future initiatives for transitioning towards a more sustainable economy.

ESG TOPIC	RELEVANT POLICY*	WHERE TO FIND INFORMATION ON PRACTICES RELEVANT TO ESG TOPICS AND POLICES
<b>Workers in the Value Chain</b>	<ul style="list-style-type: none"> <li>• Code of Ethics &amp; Business Conduct</li> <li>• Responsible Sourcing Code</li> <li>• Protected Disclosures Policy</li> <li>• Human Rights Policy</li> <li>• Modern Slavery Policy</li> <li>• Quality Assurance Systems</li> <li>• Supplier Workshops/Training Sessions</li> <li>• Responsible Sourcing Policy</li> </ul>	<p>Pages 9, 12, 18, 23-28, 36-40, and 61-65</p>
<b>Affected Communities</b>	<ul style="list-style-type: none"> <li>• Community Engagement Policy</li> <li>• Community Engagement Initiatives</li> <li>• Training</li> </ul>	<p>Pages 9, 12, 30-35, and 62-65</p>
<b>Business Conduct</b>	<ul style="list-style-type: none"> <li>• Code of Ethics &amp; Business Conduct</li> <li>• Responsible Sourcing Code</li> <li>• Anti-Bribery &amp; Corruption Policy</li> <li>• Employee Handbook</li> <li>• Quality Management</li> <li>• Responsible Sourcing Policy</li> </ul>	<p>Pages 5, 6, 9, 12, 17, 18, and 61-65</p>

\*The Policies listed in the table above may not be the entire suite of policies embedded into PJ Hegarty’s business. Policies listed have been included given that they refer to sustainability-related matters



# Appendix B - VSME Aligned Disclosure

SECTION	SUB-SECTION	DISCLOSURE
General Information	B1 – Basis for Preparation	Page 16
General Information	B2 – Practices, policies, and future initiatives for transitioning towards more sustainable economy	Pages 8-11 and 78-79
Environmental	B3 – Environmental metrics (energy and greenhouse gas emissions)	Pages 41-49 and 80-81
Environmental	B4 – Pollution of air, water, and soil	Pages 50 and 57-59
Environmental	B5 – Biodiversity	Pages 57-59
Environmental	B6 – Water	Pages 50-51
Environmental	B7 – Resource use, circular economy, and waste management	Pages 52-56
Social	B8 – Workforce – General Characteristics	Page 21
Social	B9 – Workforce – health and safety	Pages 22-27
Social	B10 – Workforce – remuneration, collective bargaining, training	Pages 30 and 40
Governance	B11 – Governance metrics	Page 14-17
General Information	C1 – Strategy: business model and sustainability-related initiatives	Pages 6-7 and 61
General Information	C2 – Practices, policies, future initiatives towards more sustainable economy	Pages 9-11 and 78-79
Environmental	C3 – Environmental – GHG emissions, reduction targets, and climate transition	Pages 10 and 43-44
Environmental	C4 – Climate risks	Pages 49 and 82
Social	C5 – Social – general workforce characteristics	Pages 21 and 36-39
Social	C6 – Social – own workforce information – human rights policies and processes	Pages 17, 62, and 78-79
Governance	C7 – Severe negative human rights incidents	Pages 17 and 62
Governance	C9 – Governance Metrics – gender diversity ratio in governance body	Pages 9 and 36

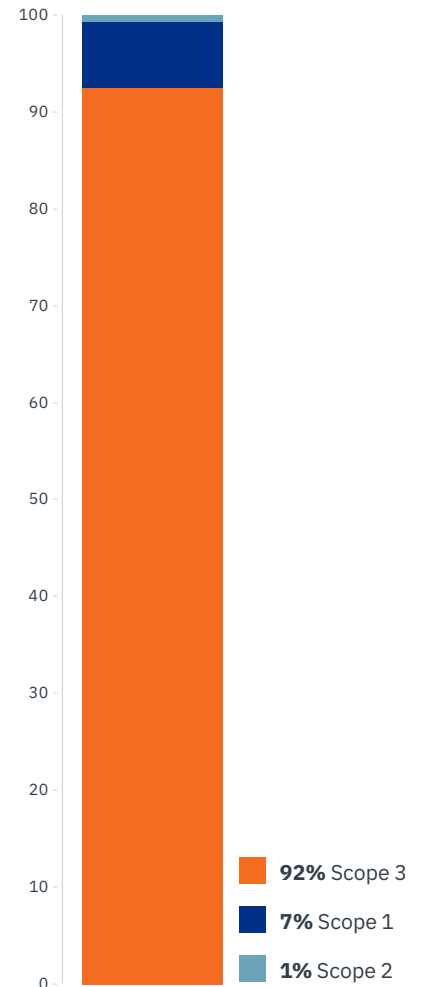


# Appendix C - Carbon Metrics

## SCOPE 1, 2, 3 EMISSIONS INVENTORY

		2019	2020	2021	2022	2023	2024	2025
Scope 1	Natural Gas	24.2	23.1	27.7	28.0	26.2	30.2	22.9
	Kerosene	76.3	56.7	60.8	48.0	45.8	43.4	46.2
	Diesel (For Generators)	2,130.2	3,918.2	2,313.4	2,769.0	3,144.2	1,997.2	2,321.5
	Diesel (Transport)	661.8	637.7	496.5	1,249.0	252.5	642.2	218.0
	Petrol (Transport)	72.0	66.6	74.9	237.0	263.2	95.2	77.1
	Electric (Transport)					3.6	3.4	0.0
	Rented Accomodation	2.7	2.9	2.9	4.0	24.9	-	-
	Biodiesel - HVO	-	-	-	3.0	6.1	24.6	22.3
Scope 2	Electricity (Location)	628.4	875.1	600.0	249.0	352.4	432.7	646.9
	Electricity (Market)	558.7	655.9	447.0	244.0	352.4	432.7	646.9
Scope 3	Air Travel	20.7	19.6	14.0	23.0	45.4	46.1	35.0
	Business Travel	16.2	3.1	3.0	2.0	1.9	2.0	4.7
	Waste	947.0	947.5	514.0	422.0	197.2	1,113.7	288.2
	Water	1.9	6.9	0.8	10.0	4.2	1.9	9.5
	Purchased Goods & Services	120,999.0	77,507.0	48,586.0	88,535.0	58,819.6	72,628.1	35,190.6
	Upstream Energy Emissions	-	-	-	-	1,263.0	1,258.9	811.5
	Capital Goods	3,568.0	382.0	469.0	353.0	349.3	247.9	876.2

## SCOPE 1, 2 & 3 EMISSIONS BREAKDOWN



# Appendix C - Carbon Metrics

## YEAR ON YEAR SCOPE 1, 2 AND 3 BREAKDOWN TCO<sub>2</sub>e

	2019	2020	2021	2022	2023	2024	2025
Scope 1	2,967	4,708	2,976	4,338	3,767	2,839	<b>2,708</b>
Scope 2 (Location)	628	875	600	249	352	433	<b>647</b>
Scope 2 (Market)	559	655	447	244	352	433	<b>647</b>
Scope 3	125,553	78,866	49,588	89,344	60,708	75,572	<b>37,213</b>
<b>Total</b>	<b>129,148</b>	<b>84,449</b>	<b>53,164</b>	<b>93,931</b>	<b>64,827</b>	<b>78,843</b>	<b>40,568</b>

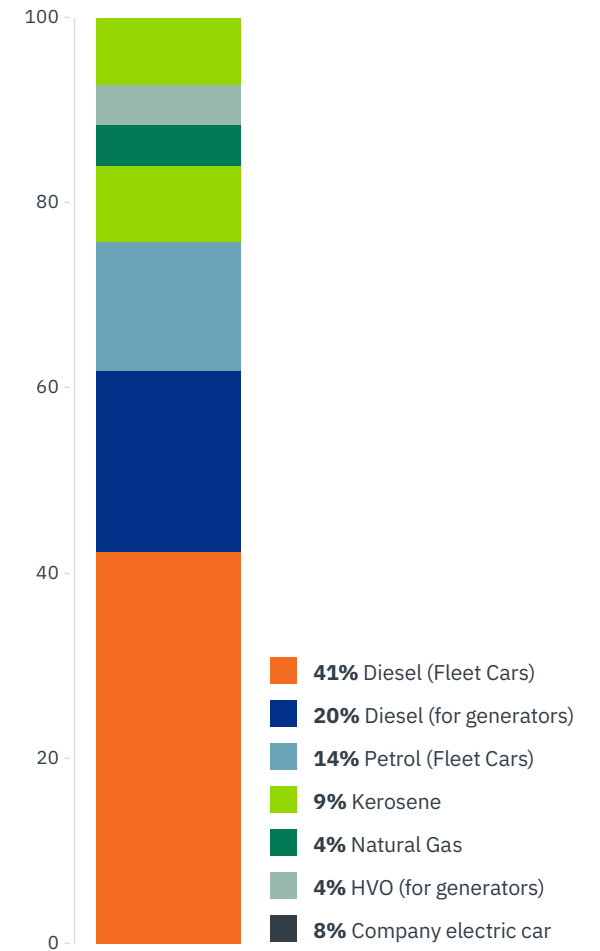
## VSME B3 CARBON METRICS

	RENEWABLE	NON-RENEWABLE	TOTAL
Electricity	0.00	2,300	<b>2,300</b>
Fuels	0.00	14,586	<b>14,586</b>
<b>Total MWh</b>			<b>16,886</b>

EMISSION CATEGORY	2025 (TCO <sub>2</sub> e)
Scope 1	<b>2,708</b>
Scope 2 (Location)	<b>647</b>
Scope 2 (Market)	<b>647</b>
Scope 3	<b>37,213</b>
<b>Total</b>	<b>40,568</b>

Ireland & UK	EMISSIONS KPI - TCO <sub>2</sub> e/€M		2025
	Revenue (€M)		<b>528</b>
	Direct (S1 & S2)		<b>6.35</b>
	Indirect (S3)		<b>70.5</b>
	<b>Total</b>		<b>76.8</b>

## SCOPE 1 DIRECT EMISSIONS % BREAKDOWN



# Appendix D - Climate Scenario Analysis

## RISKS AND OPPORTUNITIES

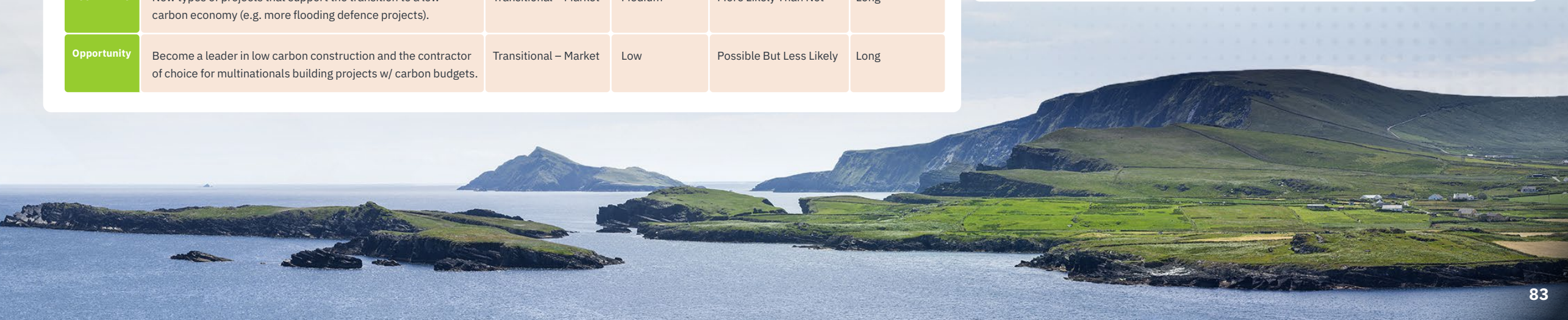
TYPE	DESCRIPTION	CATEGORY	FINANCIAL SIGNIFICANCE	LIKELIHOOD	TIME-HORIZON
Risk	Impact to projects due to increased adverse weather conditions (flooding/storms).	Physical – Acute	Low	More Likely Than Not	Medium
Risk	Increased temperature overall in Ireland affecting building practices.	Physical – Chronic	Low	More Likely Than Not	Long
Risk	Increased frequency of sudden heatwaves affecting labour productivity.	Physical – Acute	Low	More Likely Than Not	Long
Risk	Unable to transition to low carbon options at the pace needed.	Transitional – Market	Medium	Highly Likely	Long
Risk	Insufficient capacity in the supply chain due to lack of availability of resources.	Transitional – Market	Medium	Highly Likely	Short
Risk	Inability to meet client demands due to workforce being under-skilled in climate matters.	Transitional – Market	Low	Possible But Less Likely	Short
Opportunity	New types of projects that support the transition to a low carbon economy (e.g. more flooding defence projects).	Transitional – Market	Medium	More Likely Than Not	Long
Opportunity	Become a leader in low carbon construction and the contractor of choice for multinationals building projects w/ carbon budgets.	Transitional – Market	Low	Possible But Less Likely	Long

## FINANCIAL SIGNIFICANCE AND LIKELIHOOD MATRIX

		LIKELIHOOD			
		4 - Highly Likely	3 - More Likely Than Not	2 - Possible But Less Likely	1 - Unlikely
FINANCIAL SIGNIFICANCE	4 - Very High				
	3 - High				
	2 - Medium				
	1 - Low				

## DEFINITION OF TIME HORIZONS

TIME HORIZONS		
Short Term	Medium Term	Long Term
0 - 5 Years	5 - 10 Years	15+ Years





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