



DORNAN

SUSTAINABILITY REPORT 2025



INNOVATING FOR A SUSTAINABLE FUTURE



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A MESSAGE FROM OUR LEADERSHIP

Our vision is to deliver world-class, innovative engineering solutions that empower our clients to have a positive impact on their business, their people, the environment and the communities around us. Our policies, processes and practices guide the way that we work together, to meet our obligations and ambitions as a sustainable business. We set ambitious targets for zero harm, zero waste and to enhance our positive social and community impacts. Dornan's sustainability report shows our achievements so far and the roadmap that we have developed.

In 2025, Dornan reached a significant milestone with our acquisition by Turner. This marks a new chapter for Dornan, strengthening our ability to deliver innovative, high-quality engineering solutions across Europe. As Dornan - a Turner Company, we are now part of a global organisation united by a shared commitment to sustainability, technical excellence and people-first values.

This integration enhances our capability to accelerate progress towards our net zero ambitions, broaden our positive environmental and social impact, and deliver integrated solutions for some of the most complex and sustainability-driven projects in our sectors. While this partnership expands our reach and resources, our focus remains clear: to continue delivering in the Dornan way, safely, responsibly and with long-term value at the centre of everything we do. As we concluded 2025, Dornan launched its succession plan – key to the company's continued sustainability.



Brian Acheson
CEO

Paul Flynn
Group Operations
Director

David Myers
Group Commercial
Director

Micheál O' Connor
Group Managing
Director



Dornan Overview



DORNAN'S IMPACT IN 2025

HIGHLIGHTS & ACHIEVEMENTS

GROWTH & STRATEGY

- Acquired by **Turner**
- Expanded global capability and sustainability reach

SUSTAINABILITY PROGRESS

- Science-aligned **Net Zero roadmap in place**
- Solar PV, EV transition, and low-carbon delivery scaling
- CSRD reporting through our parent company
- Supply Chain Sustainability School

INNOVATION

- **Lessons Learned App** driving real-time improvement
- Embodied carbon tracking on projects



OUR WORKFORCE

50 Nationalities
20% Female Workforce
81 Apprentices | **56** Graduates | 41 Students
Enhanced Graduate Programme
Engineers Ireland CPD accredited
 **17,552** Training Hours Delivered

SAFETY & WELLBEING

9.5 Million Hours Worked
0.49 Trif
97 Mental Health First Aiders
Zero Human Rights Incidents
Supplier Code of Conduct



ENVIRONMENT

50% Renewable Electricity Consumed
73,039 kWh Solar Energy Generated
24,140 kWh Exported to the Grid



COMMUNITY IMPACT

74 employees engaged
5,000 people reached
€410k donated (**+60%** increase YoY)

AWARDS & RECOGNITION

2 x NISO Safety Awards
RoSPA Gold Medal Award 2025
ICE Award Health & Wellbeing
Best Workplaces Ireland 2025
Top Employer – 5 Consecutive Years
Compliance Team of The Year 2025



PEOPLE & CULTURE

Women@Dornan Relaunch
Female PPE Introduced
CIF ESG Diversity **WG**
Strong Wellbeing And **Engagement** Programmes



DORNAN AT A GLANCE – 2025



59

Years of Experience
Across Europe



1,348

Direct Employees



4,000+

Onsite Daily



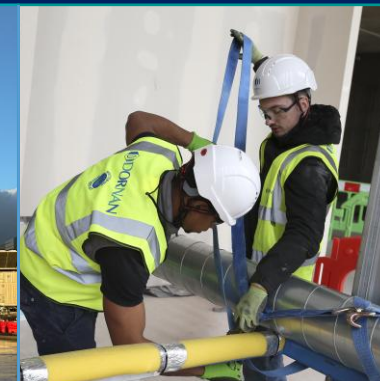
75

Live Projects



28

Projects Completed



90%

Repeat Business



OUR COMPANY



Our values underpin everything we do at Dornan Group – the way we approach our work, the way we interact with our clients, colleagues, suppliers and communities.



**CONSTRUCTION
INDUSTRY
FEDERATION**





OUR OPERATIONS

Operating across Europe, Dornan delivers complex engineering and construction solutions with a strong local presence and global capability. Our reputation as an industry leader in the mechanical and electrical space is something we take pride in. We are constantly looking for ways to improve our work, provide a better service for our clients and increase our turnover year on year in a sustainable way. Dornan is highly experienced in delivering projects that meet top sustainability and well-being standards. The company's expertise covers a wide range of sectors and certification levels. These accreditations help clients achieve energy efficiency, cost savings, and healthier environments.

GEOGRAPHIC REACH

Active across Ireland, the UK, Mainland Europe. Expanding into key international markets, supporting major projects in sectors such as:



Data Centre



Life Science



Commercial



Industrial



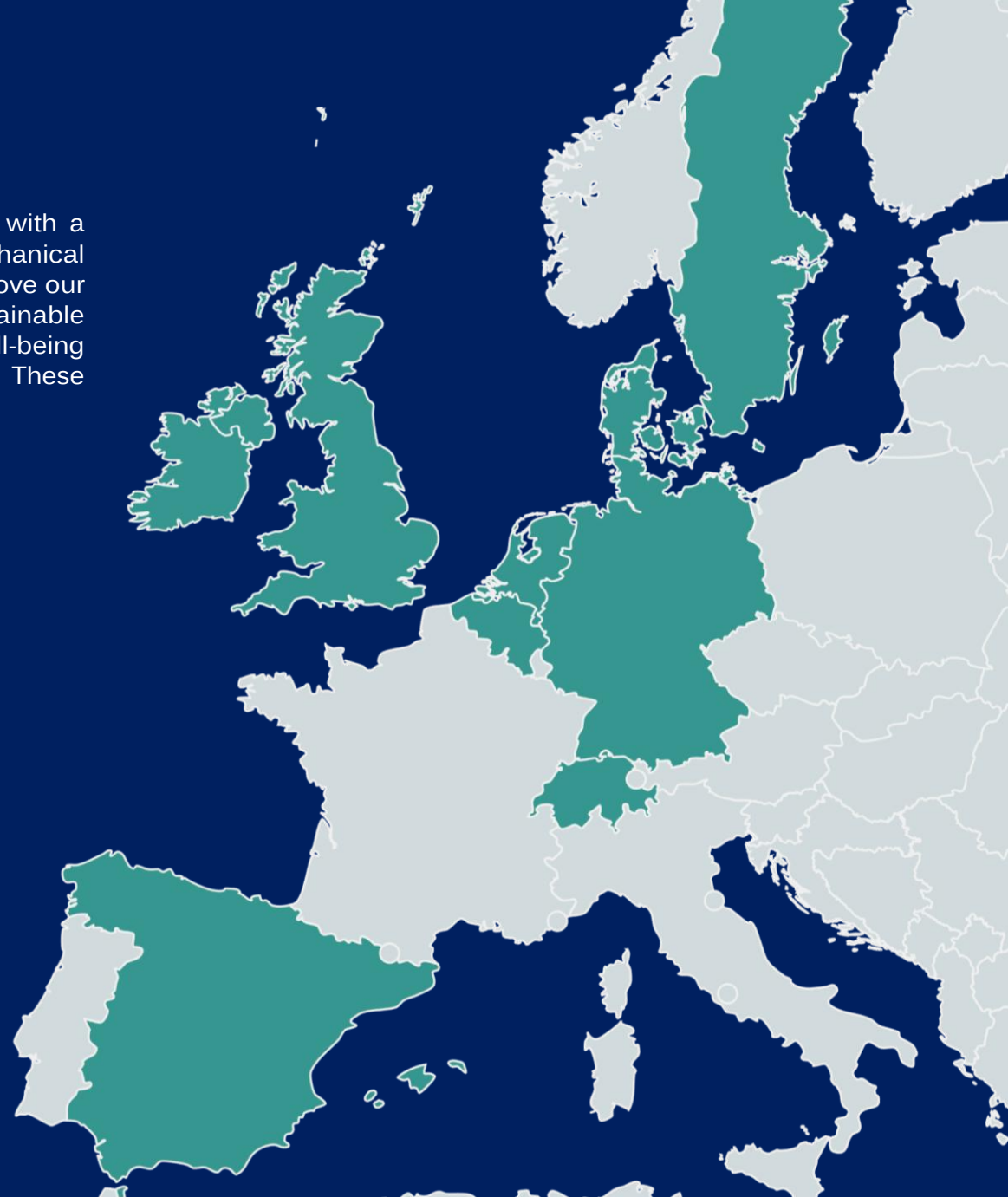
Power &
Energy

KEY MARKETS SERVED

Partnering with leading global clients, particularly in high-growth sectors including pharmaceuticals, technology, and advanced manufacturing, delivering mission-critical infrastructure.

STRATEGIC PARTNERSHIPS

Collaborating with top-tier contractors, developers, and multinational clients, building long-term relationships that drive innovation, quality, and project excellence.

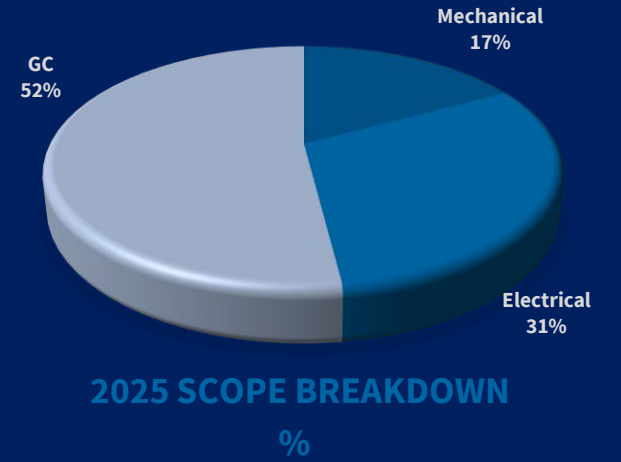
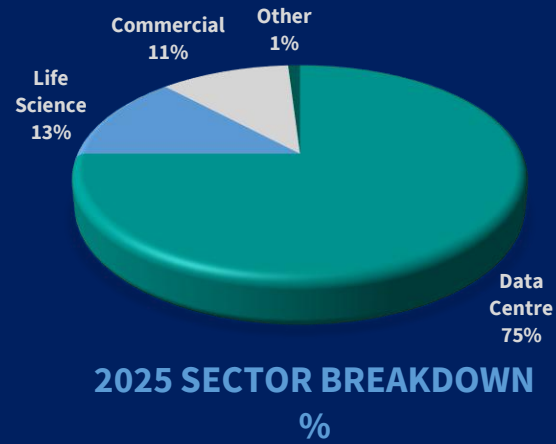




GROUP TURNOVER

For Dornan, being a responsible business means making sure that the business is a sustainable business and has the right structure to deliver on our sustainability goals. We ensure that everyone at Dornan understands how they contribute to our sustainability strategy, as we bring our people along on our journey to net zero.

Dornan Group Turnover





TURNER ACQUISITION OF DORNAN GROUP

January 8, 2025 – Cork and New York – Turner Company, a leading construction services firm, proudly announces the successful closing of its acquisition of Dornan Group.

Dornan will benefit from Turner's extensive general contracting experience enabling cutting-edge end-to-end solutions for global clients on complex projects. In turn, Turner will gain Dornan's deep specialization in mechanical, electrical, instrumentation and engineering, as well as its proven ability to execute large-scale technical projects.

From the beginning, it was evident that our cultures were aligned, with a commitment to people-first principles, operational excellence, sustainability, and integrity. We have common commitments and ambitious goals to create and sustain a healthy, prosperous and sustainable future for people, clients, and the environment.

The combined strength of Turner and Dornan creates a dynamic synergy, leveraging Turner's \$33 billion of backlog and Dornan's more than €1.6 billion of backlog. This collaboration ensures access to an expanded portfolio of projects and resources, empowering both organizations to excel in delivering innovative, sustainable solutions.

*Dornan will continue to operate under its established brand name, now as
"Dornan – A Turner Company."*





SUSTAINABILITY TEAM STRUCTURE



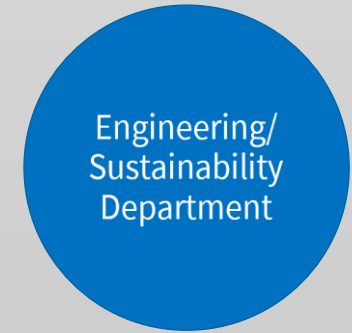
Comprises of our Group MD, board members and senior management. The Steering Committee meet quarterly and provide overall guidance to the Team.



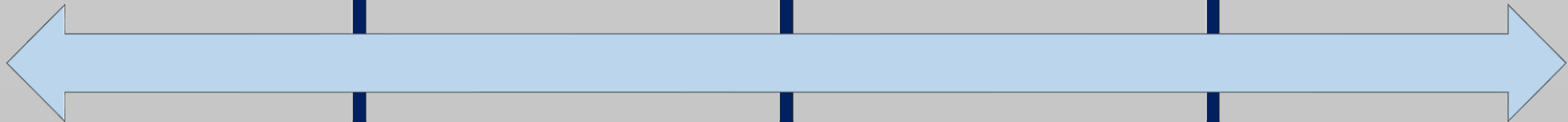
This is a selection of multi-discipline individuals passionate about ESG from across the business. Members meet monthly for task specific activities.



Our business is construction, and our agents are a specific selection of sustainability committed individuals from across our projects. Meetings are planned on a bi-monthly basis.



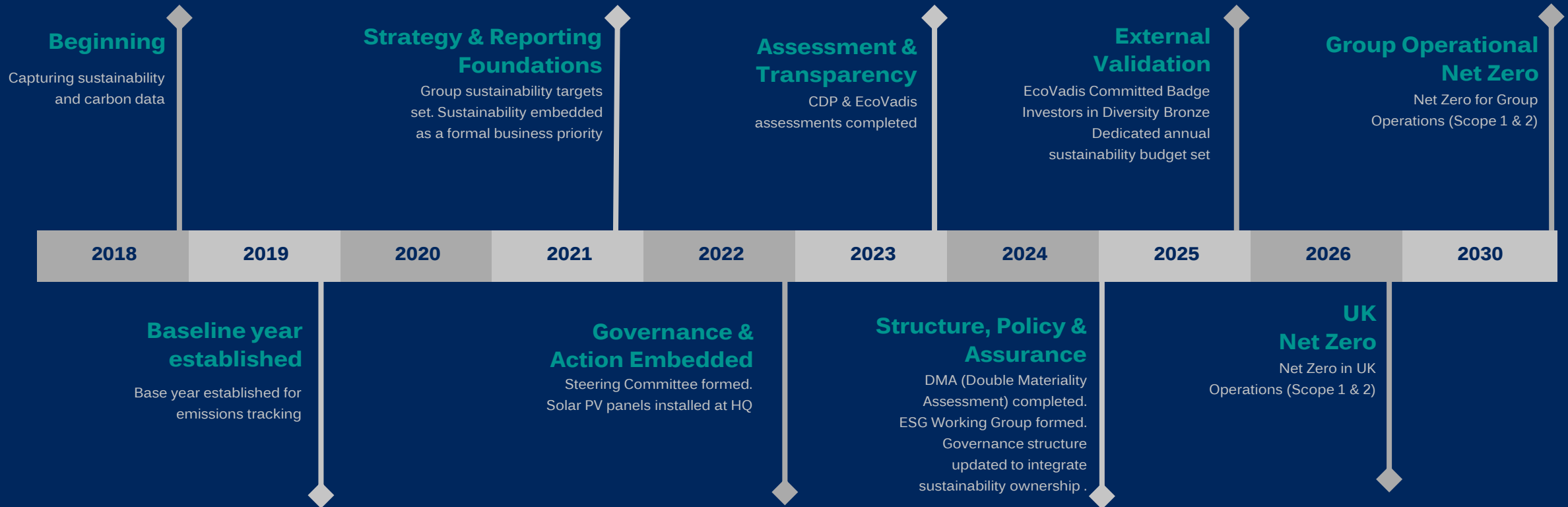
This team is the engine that develops the roadmaps, ensures compliance and co-ordinates and drives the sustainability agenda.





Our Sustainability Journey

Dornan's journey towards reducing our impact on the environment is summarised below. Dornan's history has helped build the framework for creating and implementing the sustainability strategy.



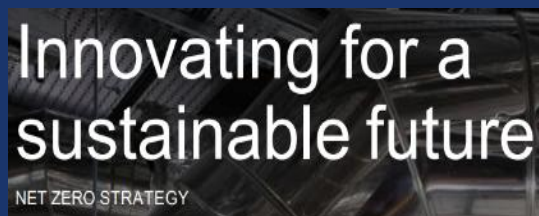


OUR AMBITIONS

ZERO CARBON

We're targeting net zero for our group operations by 2030, and for all activities by 2050.

In the UK, our target for net zero in our operations is 2026 and 2040 for all activities. We'll do this through positive action, investment and innovation.



POSITIVE SOCIAL & COMMUNITY IMPACT

Dornan engage with communities local to our offices and our projects, whether it is through hiring locally or supporting local charities, communities or sports. We do this to ensure that we make a positive contribution in the projects that we deliver, wherever we deliver.

ZERO HARM

Our ambition is clear: every person goes home safe, every day. By combining health & safety innovation, leadership, and care for our people, we are setting the standard for safety excellence in the industry.



ZERO WASTE

We are working towards zero avoidable waste by increasing resource efficiency, and collaborating with clients and subcontractors to maximize recycling and reuse. We are using modular design to minimise waste by enabling precise off site fabrication. Our goal is to eliminate waste from our projects wherever possible and contribute to a circular economy.



UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

At Dornan, we have shaped our sustainability strategy around the United Nations Sustainable Development Goals. We are actively working towards achieving the objectives of the 2030 Agenda by integrating its principles into our operations and long-term vision.



Health & Safety
Employee Wellbeing

Health & Wellbeing Calendar
Safety is in our DNA – Detect, Notify, Act
RoSPA Gold Medal Award 2025



Learning &
Development

LMS Platform
Dornan Academy
Graduate, Internship & Apprenticeship
Programmes



Inclusion
Diversity
Equality

Investors in Diversity Bronze 2025
Female PPE



Hiring Local
Long Term Employment

Local recruitment
Maintaining ethical labour standards
Living Wage



BIM
Modern Methods of
Construction

Digital Engineering through BIM
Off-Site Prefabrication
DfMA locations in Europe



Inclusion
Diversity
Equality

50 Nationalities
Gender Pay Gap Report
Equal Training Opportunities
Women @ Dornan network



Urban Development

Contributing to sustainable urban
developments, (e.g., Data centres) that
serve communities efficiently and
responsibly



Reducing Waste

Sustainable procurement practices
Waste segregation on sites
Circular Economy Principles



Reducing GHG
Emissions

Measuring & reducing carbon
emissions
Increasing renewable sources of energy



Clients
Suppliers
Educational Bodies

Collaborating to advance sustainability
and innovation across the sector



OUR SUSTAINABILITY DRIVERS

Sustainable Work Culture

- Dornan are fostering a **sustainable culture** among employees, as we believe this is vital to achieving our carbon reduction goals.
- Education is key** to promoting sustainability, with staff encouraged to pursue relevant training and certifications through our Learning Management System and the Supply Chain Sustainability School's platform.
- Carpooling initiatives are in place to encourage workers to travel together resulting in **less vehicles on the road**.
- Waste segregation** takes place both in offices and onsite ensuring waste is correctly composted or recycled.

Electrification and HVO

- Electrification of plant, vehicles and buildings is the target for Dornan. The **move away from fossil fuels** has a huge role to play in our decarbonisation strategy.
- We are currently operating on several projects which are electric or have **plant running on HVO**. Showing that this is possible with some planning and forward thinking.
- Transitioning from combustion vehicles to EV's is underway with **increasing numbers of EV's making up Dornan's fleet**. Challenges exist relating to the electrification of vans in areas where the infrastructure is lacking.

Utilisation Of Technology

- Solar PV panels** have been installed in our head office as well as electric vehicle chargers across our offices.
- Prefabrication plant:** Dornan have been utilising our own prefabrication workshop for several years. From a case study, 24% reduction in construction time, as well as a reduction in waste by utilising standard lengths.
- Embodied carbon calculations are being integrated into our existing processes, using EC3 and OneClick LCA calculators to assist in identifying the highest contributing products for a given project. With the aim of replacing or finding **lower carbon alternatives** for these.

Sustainable Procurement

- Through our **membership of Sedex**, our **Supplier Code of Conduct** policy and prequalification process, we are working with our supply chain to align with our Sustainability ambitions.
- We have begun **upskilling our procurement team**, to look for more sustainable products, products with a high recycled content, good recyclability etc.
- We are requesting EPDs or CIBSE TM65 forms from our supply chain for us to make **accurate embodied carbon calculations**.





Double Material Assessment



WHY DOUBLE MATERIALITY MATTERS

CSRD & ESRS

Under the **Corporate Sustainability Reporting Directive (CSRD)**, organisations are required to report on sustainability matters in a way that reflects both their impact on society and the environment and the financial risks and opportunities sustainability issues may pose to the business.

The **European Sustainability Reporting Standards (ESRS)** provide the framework for this reporting and introduce Double Materiality as a core principle. This ensures sustainability reporting is relevant, balanced, and decision-useful for stakeholders, regulators, clients and investors.

For Dornan, adopting a double materiality approach allows us to focus our reporting on the sustainability topics that matter most: those where our activities have the **greatest impact** and where sustainability issues have the **greatest influence** on our long-term performance and resilience.

Impact Materiality vs Financial Materiality

Impact materiality considers how Dornan's activities, operations and value chain impact the environment and society: including people, communities and ecosystems.

Financial materiality considers how sustainability-related risks and opportunities could affect Dornan's financial performance, position or future development. A topic is considered material if it is significant from either or both perspectives.

This approach ensures Dornan's sustainability strategy and reporting reflect both our responsibilities as a business and the realities of operating in a changing regulatory, environmental and social landscape.

Value-Chain Approach

Dornan's double materiality assessment considers impacts, risks and opportunities across our value chain, not only within our direct operations.

This includes:

- Our own offices, projects and workforce
- Our supply chain and subcontractors
- Clients and end users of our projects
- The communities and environments in which we operate

This broader view ensures our sustainability priorities reflect where Dornan can influence positive change and where collaboration with partners is essential.



OUR DOUBLE MATERIALITY ASSESSMENT PROCESS

Dornan conducted a structured double materiality assessment aligned with CSRD and ESRS guidance.

The process involved the following steps:

Identify

Identify a long list of potential sustainability topics based on ESRS requirements, industry standards and Dornan's operational context.

Assess

Assess each topic for both impact materiality and financial materiality.

Evaluate

Evaluate short, medium and long-term risks and opportunities.

Prioritise

Prioritise topics based on severity, likelihood and relevance to Dornan's business model.

Stakeholder Engagement

Internal & External

Stakeholder engagement is a central element of Dornan's DMA. Input was gathered from a range of internal and external stakeholders, including:

- Senior leadership and management
- Functional teams across EHS, Engineering, HR, Procurement, Finance, Compliance etc
- Project-based teams and site representatives
- External perspectives from clients, supply-chain partners and industry guidance
- Our employees

This engagement helped ensure that the assessment reflects both operational realities and stakeholder expectations.

Validation

Leadership Sign Off

The results of the double materiality assessment were reviewed and validated internally to ensure alignment with Dornan's strategy, risk profile and sustainability ambitions.

Senior leadership provided oversight and sign-off, confirming that the identified material topics accurately represent the most significant sustainability impacts, risks and opportunities facing the business.

This governance step reinforces accountability and ensures sustainability considerations are embedded at the highest level of decision-making.

This methodology ensures consistency, transparency and repeatability in our assessment.



MATERIAL TOPICS IDENTIFIED

The double materiality assessment identified a focused set of material sustainability topics that shape the structure of this Sustainability Report. These topics are grouped under Environmental, Social and Governance (ESG) headings in line with the European Sustainability Reporting Standards (ESRS), ensuring clarity and alignment between Dornan's sustainability strategy, reporting and future actions. The following ESG sections outline how these topics are managed, monitored and continually strengthened across the business.

ESRS E1	ESRS E5	ESRS S1	ESRS S4	ESRS G1
Climate Change	Resource use & circular economy	Own workforce	Consumers and end-users	Business conduct
• Climate change mitigation • Energy	• Waste • Resource flows, including resource use	• Working conditions • Secure employment • Social dialogue • Work-life balance • Health and safety • Equal treatment and opportunities for all • Gender equality and equal pay for work of equal value • Training and skills development • Diversity	• Information related impacts for consumers and/or end-users • Social Inclusion of consumers and/or end users	• Corporate culture • Protection of whistle-blowers • Management of relationships with suppliers including payment practices • Corruption and bribery

The above table outlines the material topics for each ESRS standard for both Dornan's own operations and value chain stages.

Please note that these topics have not been grouped thematically and represent the sub-sub-topic level of the topics assessed as prescribed by ESRS 1.



MATERIAL TOPICS DORNAN



Environmental

- **Climate change mitigation**, including greenhouse gas emissions and decarbonisation pathways
- **Energy**, covering energy efficiency, renewable energy use and electrification
- **Waste**, including waste generation, management and diversion from landfill
- **Resource use & circular economy**, focusing on materials, prefabrication, modular construction and sustainable procurement



Social

- **Working conditions** (own workforce), including fair employment practices and workforce wellbeing
- **Health & safety**, encompassing physical safety, mental health and wellbeing
- **Training & skills development**, including apprenticeships, graduates and continuous learning
- **Diversity, equality & inclusion**, promoting fairness, representation and inclusive culture
- **Work-life balance**, supporting sustainable ways of working
- **Information-related impacts for end users**, ensuring transparency, safety and responsible delivery of projects



Governance

- **Corporate culture**, ethics and values
- **Protection of whistle-blowers**, ensuring safe and confidential reporting
- **Supplier relationships & payment practices**, promoting fairness, transparency and accountability across the supply chain
- **Anti-bribery & corruption**, supported by policies, training and compliance systems

The double materiality assessment identified a focused set of material sustainability topics that shape the structure of this Sustainability Report. These topics are grouped under Environmental, Social and Governance (ESG) headings in line with the European Sustainability Reporting Standards (ESRS), ensuring clarity and alignment between Dornan's sustainability strategy, reporting and future actions. The following ESG sections outline how these topics are managed, monitored and continually strengthened across the business.



Environmental



SUSTAINABILITY IN DORNAN



At Dornan, we are committed to embedding sustainability across every aspect of our business and the projects we deliver. We recognise the long-term impacts of climate change and actively work to minimise our contribution through responsible design and delivery.

Industry-Leading Certifications

Dornan supports clients in achieving BREEAM, WELL, and LEED certifications, widely recognised as industry-leading standards for sustainable construction. Our reputation for delivering exceptionally high-quality services ensures that clients can achieve these certifications with confidence and efficiency, helping to reduce the carbon footprint of an energy-intensive industry.

BREEAM assesses a building's environmental, social, and economic performance, improving energy efficiency, lowering operational costs, and enhancing asset value.

LEED is a globally recognised certification focused on energy efficiency, reduced emissions, and healthier indoor environments.

WELL, developed by the International WELL Building Institute (IWBI), prioritises health and well-being, addressing factors such as Air, Water, Light, Thermal Comfort, and Mind, to create spaces that enhance productivity and overall well-being.

Project Experience

Dornan has a proven track record in developing and delivering sustainable building mandates and strategies with our Clients. We offer support on the Mechanical & Electrical aspects of LEED/BREEAM reports and cost-effective opportunities. In addition, our design team can look at the implications proposed design will have on LEED/BREEAM aspirations, suggesting possible solutions and latest innovations in sustainable construction.

Dornan has successfully delivered certified projects across LEED, BREEAM, and WELL, with additional projects currently underway.

Certifications achieved include:

BREEAM Outstanding, Excellent, and Very Good
LEED Gold and Platinum
WELL Platinum and Gold Enabled



OUR ACTIVITIES - SCOPES 1 & 2



Companies report GHG emissions from sources they own or control as scope 1, while GHG emissions from the acquisition of electricity from sources they don't own or control as scope 2. Below illustrates what is being included in Dornan Scope 1 & 2 Emissions calculations.

SCOPE 1



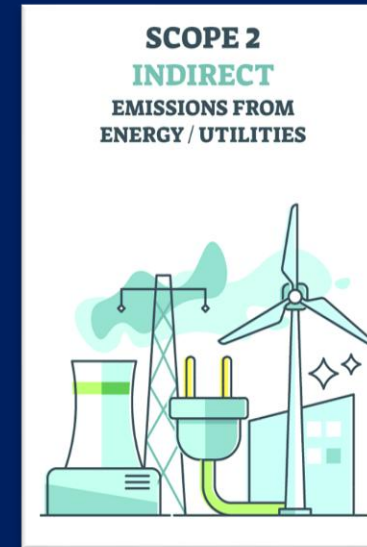
Fuel (projects) - Fuel used in plant and machinery operating on project sites.

Fuel (premises) - Gas and oil used at company facilities such as offices, warehouses, and off-site workshops.

Fugitive emissions - Greenhouse gases released from air-conditioning or refrigerant leaks in company-owned or controlled equipment.

Vehicle fuel - Fuel paid for by the company for business travel in company or privately owned vehicles (excluding commuting).

SCOPE 2



Electricity (project) - Electricity purchased for project use, including on-site material manufacturing. If supplied by a client or GC, it must be reported as Scope 3.

Electricity (premises) - Electricity used at company facilities such as offices, warehouses, and off-site workshops.

Vehicle fuel (electric) - Electricity paid for by the company to power electric vehicles for business travel (company or privately owned). Best practice is to separate business use from commuting.



OUR ACTIVITIES (CONTD.)



For our Scope 1 & 2 Greenhouse Gas (GHG) calculations, we have chosen to follow guidance from the European Network of Construction Companies for Research & Development (ENCORD) which is based on the Greenhouse Gas Protocol. The protocol sets out minimum requirements for measuring and reporting emissions to meet best practice. Our ambitious targets are shown in the table across; these targets are aligned with The Paris Agreement to limit global warming to 1.5°C.

Category	Target & KPIS		
	2023	2026	2030
Scope 1 & 2	i) Targets confirmed ii) UK fully calculated iii) EU calculations in checking	Net Zero for Operations in UK	Net Zero for Group Operations
Office Buildings	i) Energy use calculated ii) Moving premises onto renewable electricity iii) 90 kW of solar PV installed on HQ	i) Switch remaining facilities to renewable & clean energy ii) Target energy consumption reducing Y on Y	Achieve reduction of energy intensity from 2019
Prefabrication Plant	Additional Off-site facilities mapped	i) Prefabrication premises to switch to renewable & clean energy in UK ii) Operations Energy intensity consumption reducing Y on Y	Targeted energy intensity reduction in energy consumption from 2019
Project Sites	i) Data regarding sites where Dornan provide power for construction activities	Renewable & clean energy sources to be utilised on UK sites	All premises to be net zero Transition away from fossil fuels
Vehicles	i) Transitioning to EV's in Dornan's UK fleet ii) EV chargers installed at our offices	Maximum of Dornan UK vehicles to be electric	100% of all Dornan Vehicles EV/HVO
Plant	i) Explore alternatives & create action plan for phasing out of fossil fuel plant iii) Transition away from fossil fuels	i) Increased % of all Dornan Plant EV ii) All Dornan UK NRMM to be electric/HVO	100% of all Dornan plant EV/HVO



ISO 14001 CERTIFICATION



Being certified to ISO 14001:2015 demonstrates that Dornan:



✓ **Operates an internationally recognised environmental management system**

Certification confirms that Dornan's EMS meets global best practices for environmental management.

✓ **Ensures legal and regulatory compliance**

ISO 14001 requires systematic identification of applicable legislation and ongoing compliance evaluation—critical in multiple jurisdictions.

✓ **Manages environmental risks proactively**

Dornan identifies and controls environmental risks associated with construction, mechanical & electrical installation, prefabrication and project delivery.

✓ **Commits to continuous improvement**

Independent audits and internal monitoring drive continuous improvement in environmental performance, year on year.

✓ **Embeds sustainability into core business operations**

ISO 14001 supports Dornan's wider sustainability ambitions—particularly the company's long-term goals of Zero Carbon, Zero Waste, and responsible resource use.

✓ **Strengthens client trust and industry reputation**

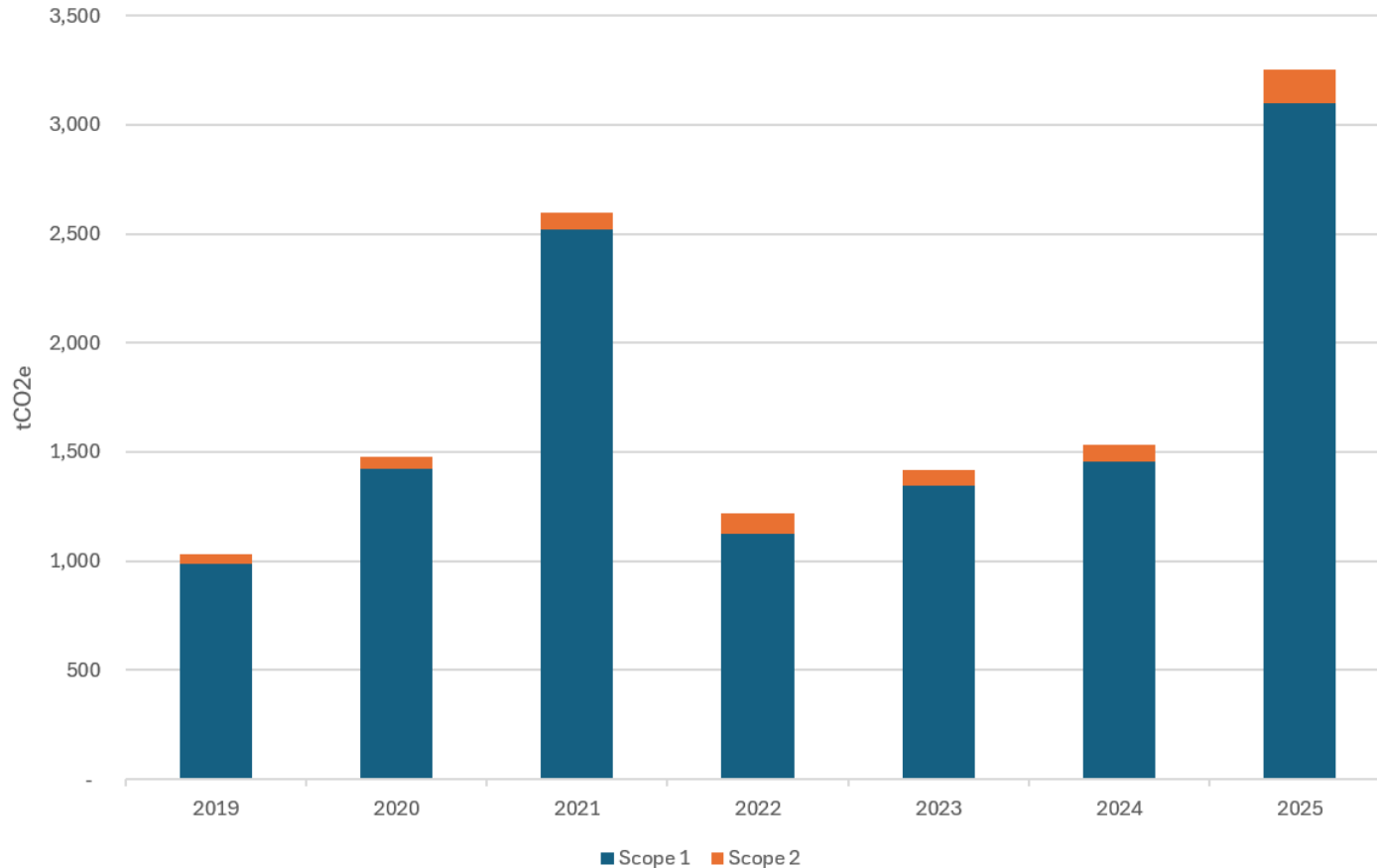
ISO 14001 certification is widely expected in the construction and engineering sector.



SCOPE 1 & 2 CALCULATIONS



Group Scope 1 & 2 Emissions



WHAT DOES THIS MEAN

Since 2019, when we started tracking our Scope 1 & 2 emissions, Scope 1 has accounted for 96% of the combined S1 & S2 emissions.

This is primarily due to our fuel used in construction plant, vehicle fuel for business travel, and heating our premises.

The increase in Scope 1 figures for 2025 is due to the substantial growth in the company, which resulted in increased demand for fuel for our projects.

As we aim for our 2026 & 2030 goals we are targeting a reduction in these numbers: by transitioning over to more electric vehicles and HVO use, and renewable energy sources.



OUR OPERATIONS - SCOPE 3



Companies report all indirect emissions resulting from their activities that are not included in Scope 1 or 2, under Scope 3. These emissions are more complex to measure as they occur outside the company's direct control. Scope 3 emissions are categorised into 15 groups, as illustrated in the graphic below, though not all categories apply to Dornan.

WHAT'S IN DORNAN SCOPE?

- 1. Purchased Goods & Services** - Embodied Carbon (including transportation) of goods and services purchased by the company each year. Used directly.
- 2. Capital Goods** - Embodied Carbon (including transportation) of Capital goods and services purchased by the company in a given year. Used directly.
- 3. Fuel & Energy Related Activities (not in Scope 1 & 2)** - Embodied Carbon (including transportation) of fuels and energy purchased or acquired not already accounted for in Scope 2 & 3. (Upstream emissions of purchased fuel & Electricity including system losses)
- 4. Upstream Transport & Distribution** - Transportation and distribution of products purchased, in vehicles and facilities not owned or controlled by the reporting company, not already included in Purchased Goods & Services.
- 5. Waste Generated in Operations** - Disposal and treatment of waste generated, in facilities not owned
- 6. Business Travel** - Transportation of employees for business-related activities in vehicles not owned by company
- 7. Employee Commuting** - Transportation of employees between their homes and their workplaces in vehicles not owned by company

SCOPE 3 EMISSIONS CATEGORIES





SCOPE 3



For our Scope 3 Green House Gas (GHG) calculations, we have chosen to follow guidance from the European Network of Construction Companies for Research & Development (ENCORD).

Targets & KPI's					
Category	2024	2026	2030	2040	2050
Group Scope 3	Confirm relevant scope 3 categories	Estimate Scope 3 emissions based on spend & categories	Source embodied carbon data from 40% of supply chain	Net Zero Scope 3 UK (95% Cover)	Net Zero Scope 3 Organisation (95% Cover)
Materials	Supply chain prequal amendments	i) EPD's & CIBSE TM65's – engage with supply chain from largest 10 suppliers ii) Conduct feasibility of sustainable alternatives for 5 products / materials type on a project	i) Require EPD/CIBSE TM65 from top 100 suppliers ii) Target offering clients more sustainable alternatives for 25% of product / materials per job	i) Target EPD/CIBSE TM65 from remainder of supply chain ii) Offering clients more sustainable alternatives for 50% of main product / materials per job	Require EPD/CIBSE TM65 for 95% of all purchased products
Waste	Monitoring of waste taking place in offices	i) Develop cohesive system for monitoring of waste across offices & sites ii) Create action plan on waste reduction	Implement action plan on waste reduction	Target 90% of waste diverted from landfill	
Business Travel	Stress test system for monitoring business travel	Fully integrate systems of monitoring & automate		Net Zero UK Business Travel Emissions	Net Zero Group Business Travel Emissions
Commuting	Employee commuting survey	Conduct an up to date Employee commuting survey. Include employee feedback on ways to promote more sustainable commuting methods.		Net Zero UK Commuting Emissions	Net Zero Group Commuting Emissions



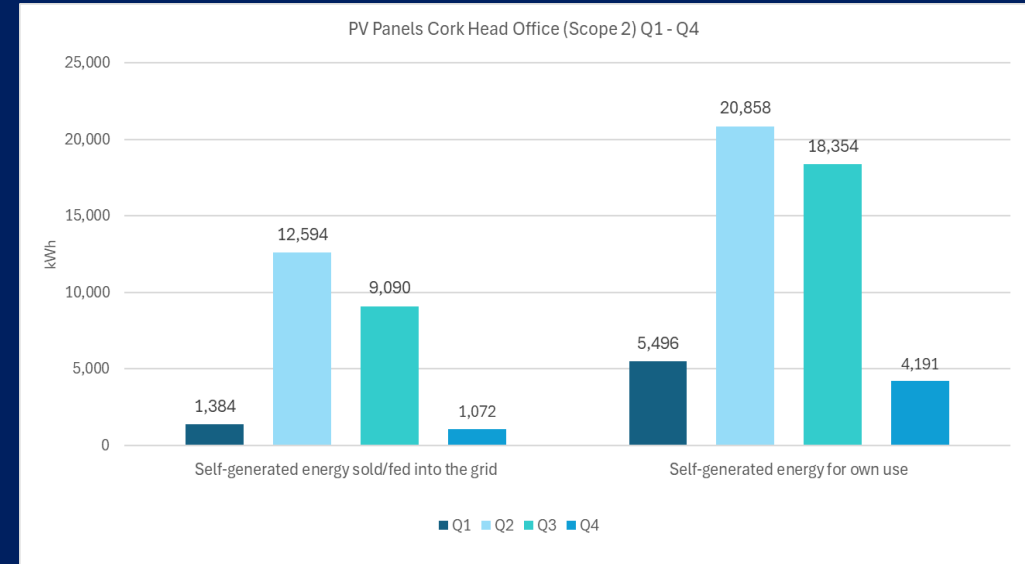
OUR ELECTRICITY



PHOTOVOLTAIC PANELS

In November of 2023, our installation of 87kW of PV panels located on headquarters came online. In the final two months of 2023 they generated 2,700 kWh, which in Ireland for two of the shortest and darkest months of the year gave a decent return.

The total figure for the year of 2025 is 73 MWh, with approx. a third of the generated power being sold back to the utility grid. This is an increase on the 2024 figure of 63 MWh. This has provided a large carbon and financial saving. These panels are particularly effective as most of the energy consumed in our offices occurs during office hours, coinciding with daylight.





OUR ELECTRICITY



PURCHASED ENERGY

In 2025, 50% of energy for our Group operations came from renewable sources, including our PV panels. We are looking to increase this year on year.



Locations include Dornan offices, warehouses and Design for Manufacturing and Assembly (DfMA) facilities.

Pictured above is the DfMA facility in The Netherlands.



DfMA BELGIUM AND NETHERLANDS



The DfMA facility in Groningen, Netherlands was opened in 2024. It enables Dornan to take some of the emphasis away from the construction sites busy work fronts, instead focusing on the delivery of a factory-grade product coming off a clean facility floor.

In collaboration with our supply chain, Dornan have produced pre-built 2D flat-packed channel support systems and procured electrical conveyances (busbar & containment). In recent months, Dornan have delivered modules to cover 100MW of capacity across two hyperscale Data Centres in the north of The Netherlands, dispatching 136 transports containing 3400+ assets.

Following the success of the DFMA Facility in Groningen, Dornan has expanded its modular approach with the launch of the DfMA Facility Belgium in late 2024.

This new facility has reinforced our strategy of off-site assembly to optimize efficiency and reduce congestion at construction sites.



As we embark on multiple projects across the Benelux region, this expansion positions Dornan to meet the growing demand for hyperscale data centre capacity, delivering modular solutions at an accelerated pace while maintaining factory-grade precision and consistency.



Social



OUR PEOPLE - OVERVIEW



GENDER

20% Female
80% Male



50



Nationalities

GENDER PAY GAP REPORT

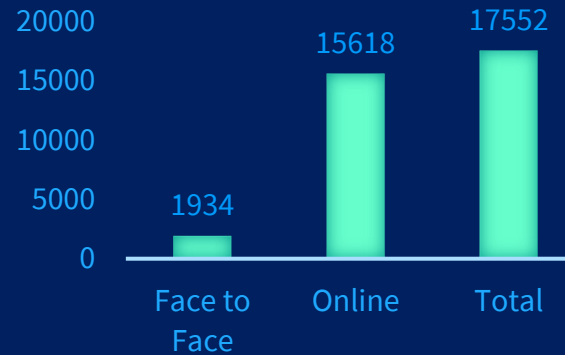
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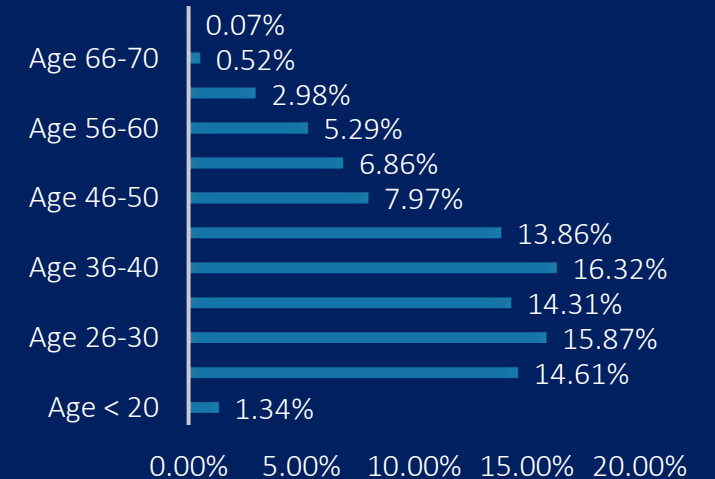


**Supporting
Multiple
Languages**

2025 TRAINING HOURS



GENERATIONS





HEALTH & SAFETY OF OUR PEOPLE



At Dornan, safety is our core value and a key performance priority across all our operations. We are committed to maintaining a culture where every individual takes ownership of safety and is empowered to act, including through the active promotion of Stop Work Authority where conditions are not safe. Our approach is driven by robust systems for measuring, analysing, and reporting safety performance at Group level, using leading and lagging indicators to continuously improve outcomes. safely each day.



We work closely with our teams and supply chain partners to ensure consistent standards and shared accountability across all projects. Through regular engagement, audits, and data-led insights, we proactively identify risks and implement controls to prevent incidents before they occur. In parallel, we support the health and wellbeing of our people through initiatives that promote both physical and mental wellness. By embedding these principles into our daily operations, we strive to deliver an incident-free workplace and ensure that everyone goes home safely each day.





EHS GOVERNANCE & MANAGEMENT SYSTEM



Certified systems and structured governance supporting operational excellence.

Dornan operates a comprehensive EHS Management System that is certified to internationally recognised standards, including ISO 45001:2018 for Occupational Health and Safety and ISO 14001:2015 for Environmental Management. Our system is also aligned with recognised industry accreditations such as VCA SCCp, SSIP and Achilles, ensuring consistency with global best practice.

Our EHS framework is supported by a comprehensive Company EHS Manual, which provides the foundation for all site-specific safety plans and operational procedures. For each project, detailed EHS plans are developed to integrate client requirements, legislative obligations and Dornan's internal standards. This structured approach ensures consistent risk management and clear safety expectations across all operations.





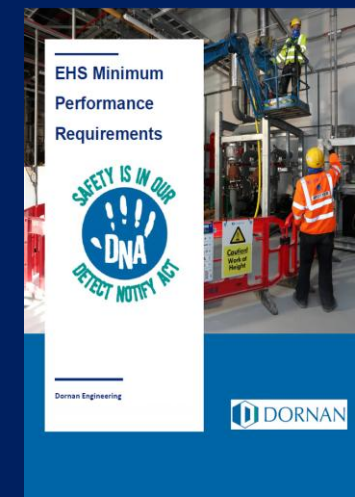
DELIVERING SAFETY AT PROJECT LEVEL



Embedding EHS standards into daily site operations.

Safety management is integrated into every stage of project delivery through detailed EHS planning, risk assessments and operational controls. All workers and subcontractors complete mandatory training and site inductions, which are available in multiple languages to support our diverse workforce. Monthly audits, behavioural safety observations and PPE compliance programmes help reinforce safe behaviours and ensure continuous monitoring of high-risk activities across all projects.

Project-Specific EHS Plan	Tailored to each site, referencing client requirements, risk profiles, and operational scope.
EHS Minimum Performance Requirements	Baseline standards for EH&S compliance across all projects.
RAMS (Risk Assessment & Method Statements)	Mandatory for all tasks, reviewed during pre-task briefings.
Onboarding & Inductions	Available in multiple languages.
H&S Training	Strict adherence to Dornan training requirements.
Site Audits	Monthly high-risk activity audits
Subcontractor Prequalification	Verification of safety systems, training records, and RAMS before site access.
5-Point PPE Standards	Enforced across all sites, with visual checks ('roadblocks') and compliance audits.



DORNAN																																																																																			
EHS Inspection Report																																																																																			
Site: _____ Client/Host Contractor: _____ Dornan Site Manager: _____																																																																																			
WORKPLACE RATING FACTORS																																																																																			
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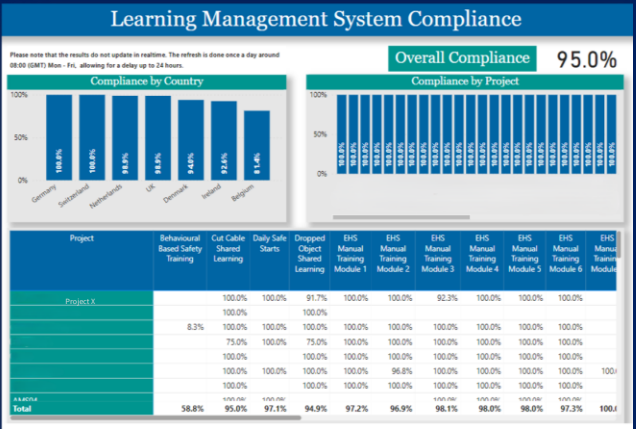
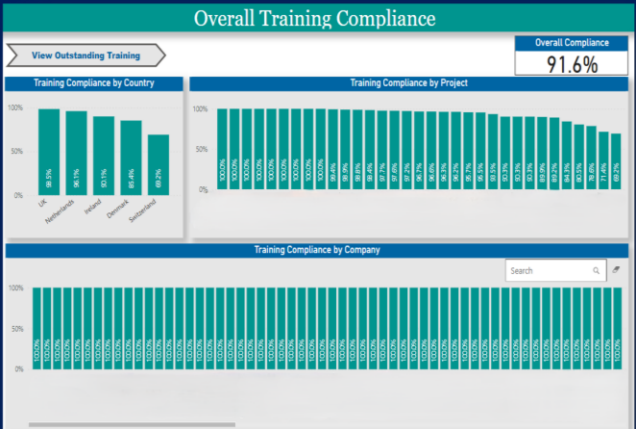
MEASURING PERFORMANCE & CONTINUOUS IMPROVEMENT

Using leading and lagging indicators to improve safety outcomes.

To measure and continually improve our safety performance, Dornan monitors a range of Key Performance Indicators (KPIs) that provide both leading and lagging insights into operational safety. These include Lost Time Incident Frequency (LTIF), Total Recordable Incident Frequency (TRIF) and participation in training and toolbox talks.

Leading indicators such as training compliance, Learning Management System engagement, focused audit participation, and behavioural safety observations provide early insights into safety performance and help identify potential risks before incidents occur.

In 2025, Dornan delivered approximately 9.5 million work hours with a Total Recordable Incident Frequency (TRIF) of 0.49, continuing a sustained reduction in incident rates over recent years. These results reflect our ongoing commitment to proactive safety management and continuous improvement.





EHS AWARDS



RoSPA Gold Medal Award 2025

Dornan was awarded our first RoSPA President's Award (11 consecutive Golds) for health and safety performance. A symbol of achievement in safety excellence, the internationally renowned RoSPA Awards recognise organisations for their commitment to protecting lives - setting the benchmark for performance.

International Safety Award Distinction 2025

Dornan achieved an International Safety Award on Powergate Project in London for demonstrating a strong commitment to health and safety management and showing a true dedication to keeping workers and workplaces healthy and safe.

National Irish Safety Organisation (NISO) Higher Distinction & NISO Consistent High Achiever Awards 2025

Awarded for continued and commendable commitment to health and safety in all Irish operations.



Dornan Groups receives NISO Awards



Powergate Project receives International Safety Award - Distinction



2025 - HEALTH & WELLBEING INITIATIVES



Mental Health First Aiders (MHF Aiders):

- 26 MHF Aiders trained in 2025, bringing the total to 97 across Europe, the UK, and Ireland.
- 7 MFH Aiders completed Refresher Training

Eoin Skerrett Football Tournament:

- Raised over £8,457.97 in support of the Mates in Mind charity



Health and Wellbeing Site Visits:

- 14 visits conducted by the Health and Wellbeing Team
- Included mental health awareness workshops and safe spaces for conversations around workplace stress

8 Wellbeing Campaigns

- Through a series of educational talks such as Emotional Intelligence, Men's Health & Take A Breath



Group-wide Workshops:

- 12 wellbeing workshops delivered across the organisation
- Each session attended by 30–60 employees

Recognition and Accreditation:

- Achieved Gold Accreditation in “We Invest in Wellbeing” by Investors in People UK
- Recognised by NISO in the 2025 All-Ireland Occupational Health and Safety Awards

Internal Wellbeing Survey:

- 6th consecutive year of running the internal Health & Wellbeing survey
- 50% participation rate in 2025

Employee Assistance Programme

- Ongoing support for employees



2025 - HEALTH & WELLBEING CALENDAR



Group Health & Wellbeing Calendar 2025

JANUARY

COMPANYWIDE TOOLBOX

1st - 31st Jump-start your January: Nutrition for better health

20th Blue Monday

The saddest day of the year due to a combination of bad weather, long nights and the lingering aftermath of the festive glut.

27th Parent Mental Health Day

Dry January Month

FEBRUARY

COMPANYWIDE TOOLBOX

4th World Cancer Day

It aims to prevent millions of deaths annually by raising cancer awareness, educating, and urging global action.

COMPANYWIDE WORKSHOP

6th Time to Talk Day

Talk about mental health to make a difference. Time to Talk Day encourages openness, listening, and changing lives.

MARCH

COMPANYWIDE TOOLBOX

1st - 7th Engineers Week

It has been created to introduce primary and secondary school children to the diverse world of engineering.

8th International Women's Day

A symbol of women's fight for equality and a reminder of progress still needed.

Get ready for International Women's Day 2025: #EmbraceEquity

APRIL

COMPANYWIDE TOOLBOX

1st - 30th National Stress Awareness Month

Healthcare professionals nationwide will unite to raise awareness of the causes and solutions to today's stress epidemic.

The Stress Management Society

28th ILO World Day for Safety & Health at Work

Growth in AI and Digitalisation: a leap in the right direction for safety and health at work?

MAY

COMPANYWIDE TOOLBOX

10th Darkness Into Light

COMPANYWIDE WORKSHOP

12th - 18th Mental Health Awareness Week

JUNE

COMPANYWIDE TOOLBOX

PRIDE MONTH

It's time for everyone to recognise and celebrate the importance of inclusion and diversity both in and out of the workplace.

9th - 15th Men's Health Week

Aims to raise awareness of preventable health problems and encourage early detection and treatment of disease among men and boys.

Group Health and Wellbeing Survey

JULY

COMPANYWIDE TOOLBOX

7th - 13th Alcohol Awareness Week

COMPANYWIDE WORKSHOP

30th International Day of Friendship

AUGUST

COMPANYWIDE TOOLBOX

7th Cycle to Work Day

26th Women's Equality Day

SEPTEMBER

COMPANYWIDE TOOLBOX

SUICIDE PREVENTION MONTH

10th World Suicide Prevention Day

COMPANYWIDE SPORTS EVENT

Eoin Skerrett Memorial Charity Football Tournament

Date: TBC

15th - 21st Inclusion week

National Inclusion Week Inclusive Employers

OCTOBER

COMPANYWIDE TOOLBOX

WOMEN'S HEALTH AWARENESS MONTH

1st World Breast Cancer Day

9th - 15th Baby Loss Awareness Week

18th World Menopause Day

COMPANYWIDE WORKSHOP

10th World Mental Health Day

TBC CIF Construction Safety Week

CIF highlights five key topics for Construction Safety Week.

7th - 11th Back Care Awareness Week

NOVEMBER

COMPANYWIDE TOOLBOX

NOVEMBER - MEN'S HEALTH

Dornan will contribute to funds raised.

Each year, November is responsible for thousands of moustaches on men's faces in the UK and around the world. The aim of November is to raise vital funds and awareness for men's health, specifically prostate cancer.

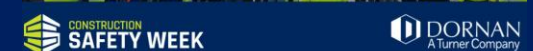
DECEMBER

COMPANYWIDE TOOLBOX

FESTIVE SEASON AWARENESS

Christmas may be something you look forward to, or it may be a time of year you find a bit tough. What the Christmas period brings will be individual to each of us. It's recommended to balance your sense of social obligations against your need for self-care.

12 Days to Christmas





LEARNING & DEVELOPMENT



Developing Talent for a Sustainable Future

At Dornan, we recognise that the continued growth of our people is fundamental to delivering long-term value for our clients, projects, communities, and stakeholders.

In 2025, Dornan continued to strengthen its commitment to employee development through a broad range of learning initiatives designed to support technical excellence, leadership capability, safety, innovation, and career growth.

Key Focus Areas

- Technical and engineering development
- Leadership and management training
- Environmental, Health, Safety learning
- Digital construction and innovation skills
- Graduate and apprenticeship programmes
- Diversity, inclusion, and wellbeing awareness

Looking Ahead

Dornan will continue to invest in:

- Sustainability and ESG-focused learning
- Digital and technical capability development
- Graduate and apprenticeship pathways
- Leadership and succession development
- Employee wellbeing and inclusive workplace initiatives





LEARNING & DEVELOPMENT (CONTD.)



Dornan is reinforcing its leadership in performance and innovation through investment in a new Centre of Excellence in Cork. This state-of-the-art facility will provide high-quality technical training and practical learning, supporting Dornan's ability to deliver increasingly complex projects.



The Centre of Excellence reflects Dornan's core values, strengthening safety through hands-on training, driving quality in controlled learning environments, and building a dependable, highly skilled workforce. It demonstrates the company's integrity and pride by investing in its people and equipping them with the capability and professionalism required in modern engineering.

As technical training becomes a strategic necessity, the facility will bridge the gap between traditional practices and modern delivery demands. By supporting skills development, collaboration, and innovation, it embeds learning at the heart of the organisation and reinforces Dornan's long-term commitment to excellence for its clients.



LEARNING & DEVELOPMENT (CONTD.)



We are committed to developing our people to the best of their potential.

For first time roles, we offer structured apprentice and graduate training programmes and clear career paths, with opportunities to gain professional qualifications and achieve rapid promotion.



Graduate Programme:
56 in 2025



Scholarships & Bursaries:
15 in 2025

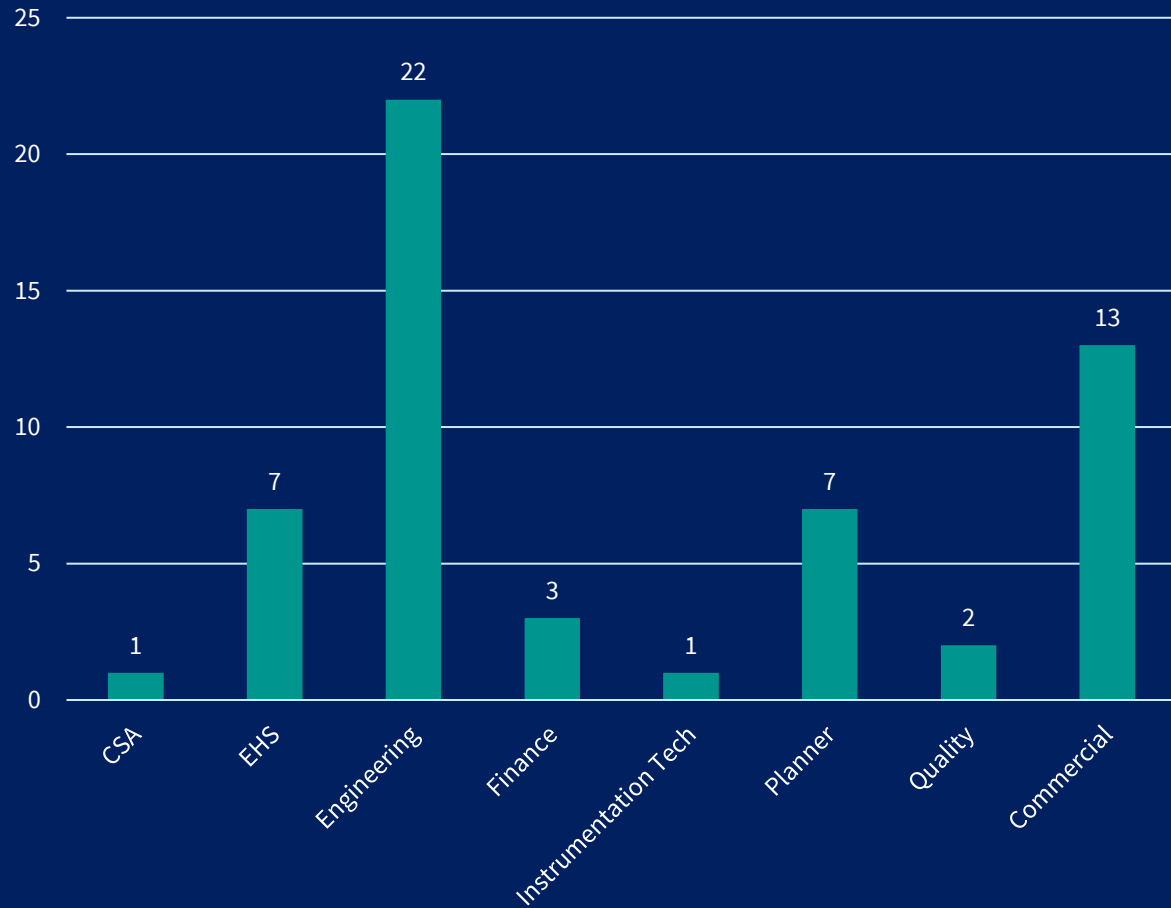




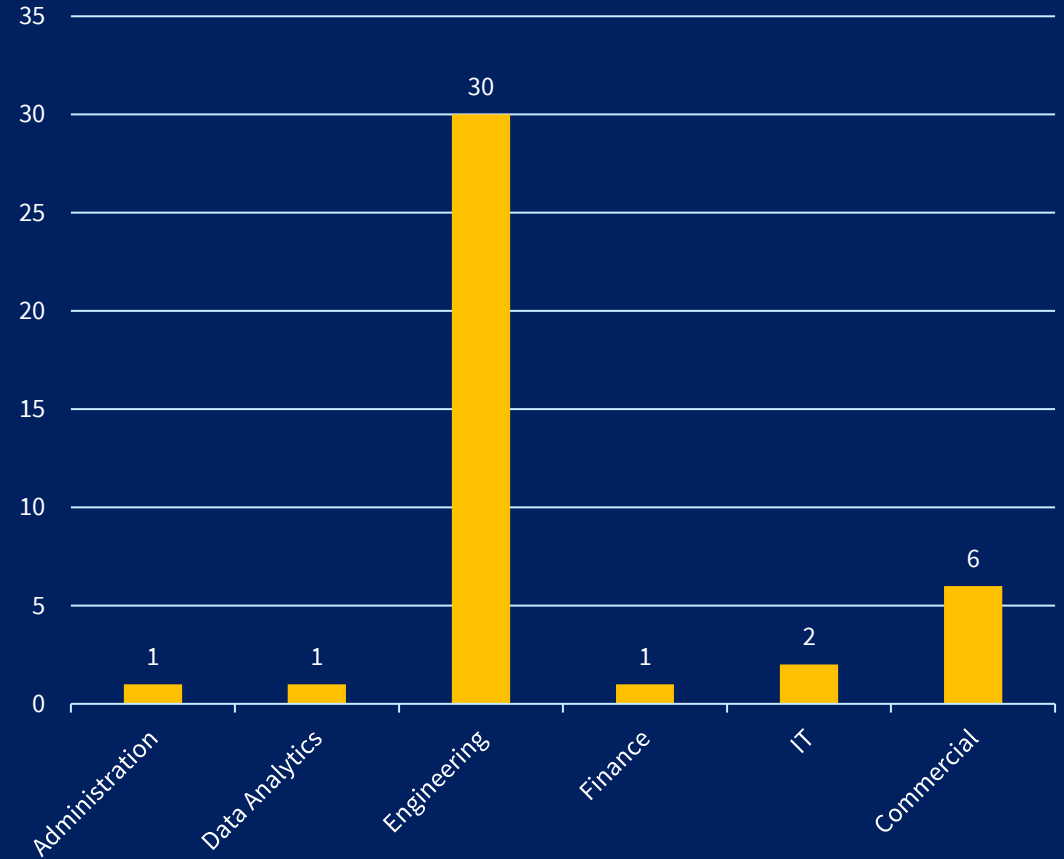
LEARNING & DEVELOPMENT (CONTD.)



No. of Graduates 2025



No. of Students 2025





WOMEN @ DORNAN NETWORK RELAUNCH

Advancing Inclusion, Equity & Sustainable Growth

In March 2025, Dornan relaunched its Women@Dornan (W@D) network, marking an important step forward in strengthening gender inclusion across the organisation. The relaunch focused on increasing engagement, broadening impact and aligning the network more closely with Dornan's overall ESG and Diversity, Equity and Inclusion strategy.

The refreshed network brings together employees from across functions, regions and project sites, with strong support from senior leadership. It operates with clear focus areas including career development, health and wellbeing, early careers and site inclusion. This structure enables the network to support collaboration, amplify employee voice and drive meaningful progress.

A key priority of the relaunch was to move beyond awareness and deliver tangible outcomes. This includes the introduction of a pilot sponsorship programme connecting high potential women with senior leaders, increasing visibility of female role models and strengthening representation across projects and decision making forums.

Women@Dornan also plays an important role in shaping an inclusive workplace culture. It supports engagement initiatives, contributes to policy development and creates opportunities for open dialogue across the business. Since its relaunch, the network has helped increase participation in inclusion activities, strengthen cross site collaboration and enhance the overall sense of belonging among employees.

The relaunch reflects Dornan's continued commitment to building a more diverse, equitable and sustainable organisation where women are supported to succeed and progress at every stage of their careers.

Women @ Dornan Mission Statement

The **W@D Network** is dedicated to empowering female employees across all levels. We foster an inclusive environment that promotes career growth, mentorship, and wellbeing. By addressing challenges through advocacy, training, and support, we drive meaningful change within Dornan and the construction industry.

W@D Vision Statement

Our vision is for Dornan to be recognised as a leader in gender equality within construction. We are committed to fostering a culture where every employee, regardless of gender, feels valued and supported. Through innovative diversity practices and strong mentorship, we aim to break barriers and set industry-wide standards for equality and empowerment.





WOMEN @ DORNAN NETWORK IN ACTION

Advancing Inclusion, Equity & Sustainable Growth





WOMEN @ DORNAN NETWORK



Following the relaunch event, approx. 30 women from the HR Department and the network attended the CIF International Women's Day 2025 event at Johnstown House, Enfield. Christa Andresky represented Dornan/Turner as a panellist, sharing insights into personal and business finance. The event was one of CIF's most attended International Women's Day events, with over 600 attendees from various parts of the construction industry.



In September, Dornan attended the **Women in Construction & Engineering** Conference and Awards, where two colleagues were recognised for their contributions to inclusion and wellbeing. **David Myers won Allyship Champion of the Year** for his advocacy and mentoring support for women, while **Magdalena Widawska was honoured as Unsung Hero** for her work with the Women at Dornan (W@D) network and mental health initiatives.



The event also featured panel discussions, where Josephine Kane shared the progress and impact of the W@D network, and Magdalena highlighted the importance of embedding mental health awareness into daily routines.

These achievements reflect Dornan's ongoing commitment to inclusion, wellbeing, and equal opportunity across the organisation.



OUR PEOPLE

EMPLOYEE RECOGNITION – DORNAN GROUP AWARDS



Dornan awards in over **14 categories**.

395 nominations were received from colleagues.

The awards continue to celebrate individuals who exemplify Dornan's core values: **Safety, Quality, Dependability, Integrity, and Pride.**

From Apprentice of the year to **Long Service Award 10, 15, 20, 25**

DORNAN *Group* AWARDS 2025



DORNAN'S COMMITMENT TO EXCELLENCE & EMPLOYEE SATISFACTION



Best Workplace™ in Ireland 2025 in the Large Category Learning & Development Award at the Best Workplaces™



Dornan was proud to be recognised as a **Best Workplace™ in Ireland 2025 in the Large Category** by Great Place to Work®. The company also received the **Learning & Development Award at the Best Workplaces™** in Ireland Awards, recognising Dornan's innovative approach to continuous improvement and knowledge sharing through the development of the Lessons Learned App. Integrated into Microsoft Teams, the app enables employees to capture, document, and share project insights in real time, supporting collaboration, improving efficiencies, and promoting a culture of learning across the business. These achievements reflect Dornan's ongoing commitment to employee development, engagement, and creating a workplace culture where people can thrive.

Sunday Independent Ireland's Best Employers 2025:



Further strengthening Dornan's position as an employer of choice, the company was recognised as one of Ireland's Best Employers by the Sunday Independent and Statista, marking the fifth consecutive year the company has received this recognition since 2021.

Based on independent and anonymous employee feedback across areas including work-life balance, development opportunities, workplace culture, and employer reputation, the award reflects Dornan's continued commitment to fostering an inclusive, supportive, and rewarding working environment. As an award-winning employer, Dornan remains focused on investing in its people, supporting professional growth, and creating opportunities for employees to thrive and build long-term careers across the business.



DORNAN'S COMMITMENT TO EXCELLENCE & EMPLOYEE SATISFACTION



Building on our **2024 Investors in People (IIP) We Invest in Wellbeing Gold Accreditation**, Dornan continued to strengthen our commitment to a positive and inclusive workplace culture through achieving the **Investors in Diversity Bronze Accreditation from the Irish Centre for Diversity in 2025**. The IIP Gold accreditation recognised our dedication to employee wellbeing, supported by the ongoing efforts of the **Dornan Wellbeing Network** in promoting positive change and enhancing wellbeing initiatives across our offices and project sites.

Building on these strong foundations, the 2025 Investors in Diversity Bronze Accreditation reflects our continued focus on fairness, respect, equality, diversity, inclusion, and employee engagement, while reinforcing our commitment to creating a workplace where all employees feel valued, supported, and empowered to thrive.

Together, these accreditations demonstrate Dornan's ongoing commitment to fostering a workplace culture centred on wellbeing, inclusion, and continuous improvement ensuring employees across the organisation are supported to succeed both personally and professionally.





SOCIAL RESPONSIBILITY



As a responsible business, Dornan is proud to be Investors in People Accredited.

At Dornan, we make sure that we consider the social impacts of our operations, people, and projects. Taking social responsibility seriously is key for Dornan's financial success and crucial for employee retention.

Employee engagement

Health and wellbeing programmes are core to our teams (direct and sub-contractors) both on-site and in our offices, so that our workforce is engaged, healthy and safe. Our values are at the heart of what we do, and we take time to listen to our people and their feedback on our business. Our annual employee survey helps us to gauge engagement and satisfaction across the business, and to put in place improvements, where needed. Training and development is an important aspect of our business too and providing opportunities for growth and advancement.

Working with communities

We also recognise the value of being part of a community, and Dornan is proud to support several local and regional initiatives that deliver positive impacts. Such as working with schools on STEM (science, technology, engineering and maths) programmes and supporting young people with apprenticeships.





CHARITY & COMMUNITY



Dornan have contributed over **€410k** to charities and communities in 2025.

This figure represents a **60% increase** on the 2024 figure, which meets our goal of increasing this contribution in line with our increase in turnover.





CHARITY & COMMUNITY



Aengus McEvoy from our IT Department received the runner-up award for Sustainability Champion of the Year.

Over the year of 2025, he invested a huge amount of time and effort into refurbishing roughly 120 laptops, ensuring they could be reused rather than discarded. These laptops were then donated to charities and national schools that genuinely needed them, helping provide access to technology for people who might otherwise have gone without.

Aengus organised, repaired and prepared each device for reuse, demonstrating real commitment to both sustainability and community impact.

Not only did Aengus help to reduce our electronic waste but also helped to support charities and schools.



SCHOOLS AND CHARITIES DONATED TO IN 2025

10 donated to St Colmcilles School, Errill, Co. Laois
10 to Ballintotis National School in East Cork
5 for Scoil Ursula & Gaelscoil Mhachan, Blackrock, Cork
10 for a school in Wales
20 to Old Borough School in Swords, Dublin
10 to a school in Co. Waterford
20 to other schools
10 to a school in Carrigaline
10 to Gaelscoil Mhainistir, Middleton
10 for Scoil Iosaef Naofa in Cobh
5 for Corlann (Brothers Of Charity)



OUR COMMUNITIES - EDUCATION



In April 2025, Second-Year Quantity Surveying students from TUD visited a Dornan project in Denmark, a pharmaceutical facility currently under construction, gaining first-hand knowledge into live project delivery and site operations.

These site visits provide students with invaluable real-world experience, bridging the gap between classroom theory and on-site practice. From health and safety protocols to project sequencing and team collaboration, students gain a deeper understanding of the construction process and industry expectations.

Dornan is proud to support the next generation of construction professionals through strong partnerships and immersive learning opportunities.





STEM - IWISH



A team from Dornan proudly attended the recent iWish STEM event in Dublin this February, where we joined forces with other inspiring professionals to champion gender diversity in the STEM sector.

This event is particularly aimed at female second level students and gives them the chance to speak with women in STEM careers and hear about first hand their career experiences and advice. We're passionate about closing the gender gap and empowering more young girls and women to pursue exciting careers in STEM.





WORLDSKILLS



Dornan proudly attended the World Skills Ireland event this year. The team had the opportunity to meet many students, parents and educators.

This event was about showcasing Dornan's apprenticeship programmes and also other future career opportunities.





VOLUNTEERING



Volunteering is important at Dornan because it reflects our commitment to supporting the communities where we work and live, while reinforcing our values of integrity, teamwork, and social responsibility. By giving our time and skills, we build stronger local relationships, make a meaningful impact beyond our projects, and create opportunities for personal growth and connection across teams.

Our people regularly volunteer hours at events such as the STEAM Engineering-in-a-Box, a 10-week hands-on educational programme designed for 9 to 12-year-old school kids. We also support social mobility by volunteering with the Construction Youth Trust, a UK-based charity dedicated to helping young people from underrepresented backgrounds access careers in the construction and built environment sector.



List of volunteering Events:

STEAMed - Engineering in a Box (4 no.)
TUS Engineering Open Day
Kinsale Community School Future Options
IWISH
Ravens Wood School
St Colmans, Midleton
School Summit (2-day event)
London Southeast Colleges, Bromley
TUS Employer Speed Dating
STEM Women London
STEM Women Dublin
World Skills (3-day event)
St Mary's C of E Highschool
St Colmans Midleton
STEM Southwest
Construction Youth Trust





STRAVA STATS



2024

No. of Members

321

Time in Hours

12,778

Distance in KM

128,006

No. of Activities

14,521

Funds Donated

€18,345

2025

No. of Members

403

Time in Hours

16,877

Distance in KM

146,808

No. of Activities

20,116

Funds Donated

€28,500

Each month, a different charity/cause is nominated by the Strava club, and funds raised are based on the activities of the members in that month, with monthly prizes for members that take part in the activity.

Compared to 2024, each metric has increased at an average of 20%. The biggest increase for 2025 was the Funds Donated, this increased by 36%.





Governance



Responsible Governance

For Dornan, being a responsible business means making sure that we have the policies and procedures to ensure that we comply with the law of the land in each jurisdiction in which we operate. We also have the right structure to deliver on our sustainability goals. By making sure that everyone at Dornan understands how they contribute to our sustainability strategy, we can bring our people along on our journey to net zero. We provide training that targets sustainability best practices.

Support across the business

Our commitment to sustainability is reflected in a comprehensive governance structure, with overall ownership at the top level of the group.

Managers across our Environment, Health and Safety, Engineering, Finance, Purchasing, Legal & Compliance and HR teams are key sponsors of the sustainability initiatives, along with our Sustainability team. They are supported in delivery of Dornan's sustainability commitments by sustainability leads in each function. Throughout our business, we are working to fully embed sustainability in our daily operations, ensuring that it is reinforced as part of the Dornan way of working.

Certification and accreditation

We have formal processes in place that support our certifications, in particular:

- ✓ ISO 14001:2015 (Environmental Management Systems)
- ✓ ISO 45001 (Occupational Health and Safety Systems)
- ✓ ISO 9001 (Quality Management Systems)
- ✓ ISO 27001 (Information Security Management)
- ✓ ISO 27701 (Privacy Information Security Management)

Day to day actions

Our day-to-day activities are governed by Dornan's robust series of policies, covering all aspects of our operations, onsite and offsite. By understanding the environments, risks and considerations of where we work, we have created policies and training that clearly set out our expectations on our employees, contractors, suppliers and partners. Regular review of our policies helps us to ensure that they reflect all elements of sustainability and social impact relevant to our business.



Responsible Governance

At Dornan, our Compliance and Data Protection function ensures adherence to regulatory requirements, protects data privacy, and promotes a culture of ethical and responsible business conduct.



GOVERNANCE

- Oversight of compliance with all applicable laws, regulations, and internal policies
- Ensure alignment with subcontractor governance and reporting requirements
- Work with and support the groups that oversee sustainability in the company

RISK

- Risk of non-compliance with labour, employment, and ethical-sourcing laws within the supply chain
- Risk of inadequate supplier oversight leading to regulatory breaches or enforcement action
- Reputational and legal risk arising from suppliers' failure to meet ethical or responsible business standards

COMPLIANCE

- Ensures full compliance with all applicable laws and regulatory requirements
- Covers general legal and compliance obligations across the organisation
- Considers sustainability aspects where they are relevant to legal and regulatory compliance



Integrity



Honesty



Transparency



Respect



Responsibility





Responsible Governance

At Dornan, the following policies guide our approach to responsible governance, ensuring robust oversight and ethical business practices.

GENERAL COMPLIANCE & ETHICAL STANDARDS

- Human Rights Policy
- Anti-Slavery and Human Trafficking Policy
- Compliance Policy
- Employee Code of Conduct
- Code of Conduct for Business Partners
- Whistleblowing Policy

ANTI-FRAUD

- Anti-Fraud Policy
- Anti-Fraud Statement

ANTI-BRIBERY & CORRUPTION

- Anti-Bribery Policy
- Anti-Bribery Statement

PRIVACY

- Data Protection Policy
- Cookie Notice
- Data Breach Response and Notification Policy
- Privacy Notice





Responsible Governance

ISO27701

Privacy
Information
Management
System (PIMS)

- ISO 27701 certification has previously been achieved and continues to be reinforced through strong ownership and active involvement by the Data Protection Officer, supporting a robust and evolving privacy management framework

ISO37301

Compliance
Management
System (CMS)

- A mature Compliance Management System aligned with ISO 37301 is in place and operating, reflecting established practices consistent with the standard and supporting effective compliance and governance across the organisation

ISO37001

Anti-Bribery
Management
System (ABMS)

- An ISO 37001-aligned Anti-Bribery Management System is substantially implemented, demonstrating a level of control and governance consistent with recognised best practice in anti-corruption compliance





Responsible Governance

Subcontract Compliance

CENTRALISATION

Centralised platform supporting right-to-work checks and compliance

VERIFICATION

Enables consistent, documented verification of employee work eligibility

COMPLIANCE

Supports regulatory obligations and fair, lawful employment practices

ASSURANCE

Strengthens governance, transparency, and audit-readiness



S.C.O.P.E is Dornan’s dedicated compliance portal, created to deliver a consistent and auditable onboarding process for subcontractors and agencies.

It ensures Right-to-Work and required documentation are verified and approved before any worker can access a project site





Dornan's **Legal, Compliance & Data Protection Department** won the **PICASSO Europe Compliance Team of the Year 2025**



Closing Summary



OUR ESG TEAMS

ESG Steering Committee

Barry O’Hea, Group Procurement Director

Brian Foskin, Group EHS Director

Darren Tutty, Group Finance Director

Micheál O’Connor, Group Managing Director

Niamh McAuliffe, Group HR Director

Paul Flynn, Group Operations Director

Tracy Kelleher, Group Director of Legal-Compliance & Data Protection

ESG Working Group

Agnes Casey, EHS Advisor

Alyson Murphy, Business Development Coordinator

Farah Lucey, Procurement Administrator

Kay Springall, Group Director of Engineering and Sustainability

Kevin Hickey, HR Business Partner

Mark Wiley, Cyber Risk & Security Engineer

Mary Ann Moss, EHS Administrator

Niamh Howard, DPO and Operations Manager

Paddy Naughton, Financial Reporting Manager

Rachel Howlin, Sustainability Lead

Willis O’Connor, Procurement Manager



LETTER FROM OUR ESG TEAM

While the road towards a more sustainable future is complex and comes with many challenges, it also presents valuable opportunities for innovation, collaboration, and growth. We are constantly looking to improve methods of work and drive towards a more sustainable construction industry. By doing this we hope to strengthen our business but also make a positive impact on the environment and our communities.

As we conclude this year's ESG Report, we wish to thank everyone involved in delivering our ESG strategy. Every effort from data collection to embodied carbon reductions, to community involvement, and solid governance help fulfil our ambitions.

As we strive towards our ambitious targets for 2026, we look forward to working integrally with our project teams to deliver our sustainability goals with our clients and our communities.

Best Regards,

Kay Springall

Group Engineering
& Sustainability Director

Rachel Howlin

Sustainability Lead

Alyson Murphy

ESG Team



DORNAN

Sustainability Report 2025