



CAIRN

Built For Good

Introduction

Our ambition is to create sustainable communities in Ireland, always mindful of our position of leadership and looking for innovations that will demonstrate sustainable construction to our industry.

At Cairn we are working to develop a new, more sustainable way to deliver housing in Ireland. This report showcases our most impactful strategic initiatives in delivering our vision for a more sustainable built environment in Ireland.

Our approach to reporting is to drive understanding and accountability – gathering information to make change based on the facts and reporting transparently so that our stakeholders can easily understand how we are performing.

We take a holistic approach to sustainability and this philosophy is best demonstrated in the case studies and strategic actions we present in our Overview section, which show the interaction of our social and environmental intentions and impacts. We also set out our distinct social and environmental activities and impacts in their own sub-sections, making it easier for our stakeholders to hold us to account on specific issues.



Seven Mills

A once in a generation opportunity

[READ MORE →](#)
[p5](#)



Passive House Homes

Cairn's first large scale Passive apartment scheme comprising 590 units

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Apprenticeship Scheme

Incentivising new entrants into the construction industry

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DISCLOSURES & POLICIES

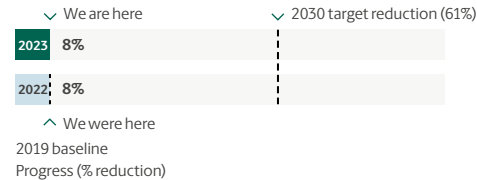
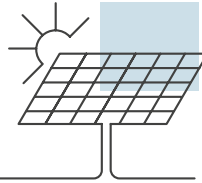
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A Year of Advancing Our Sustainability Agenda

2023 was a year of progress for Cairn – actioning significant strategic initiatives to ensure future performance improvements.

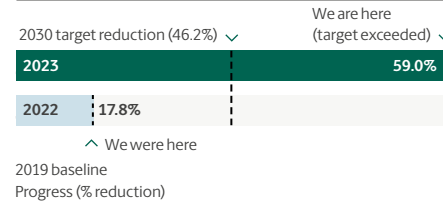
Scope 3 Reduction Target

Reduce our Scope 3 emissions by 61% per sqm by 2030



Scope 1 & 2 Reduction Target

Reduce our Scope 1 & 2 emissions by 46.2% from a 2019 baseline



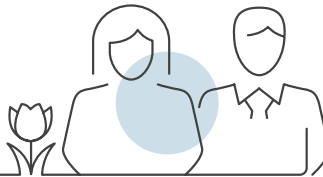
CDP Grade A-

CDP grade A- achieved for 2023



ISO Certifications

9001 Quality Management,
14001 Environmental Management,
45001 Health and Safety Management



Biodiversity

42%

of unit commencements on biodiversity net gain sites

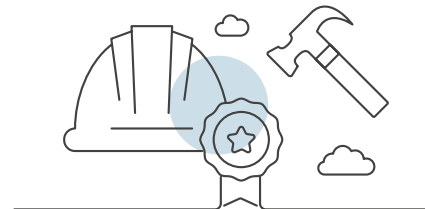


Founding Partner Supply Chain Sustainability School Ireland



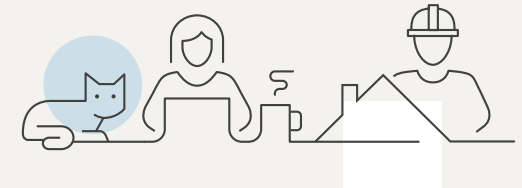
Health and Safety

Safe-T Cert Grade A maintained



People Agenda

At the core of Cairn lies our exceptional team - we are committed to helping them thrive



€3,500

one-off cost of living allowance to all employees below senior management level

€10 Million

investment in Cairn Apprenticeship Scheme

93%

of employees feel that Cairn is an inclusive workplace

“We are creating sustainable communities that will thrive long after our work is done.”

MICHAEL STANLEY
CEO



2023 was a year in which we at Cairn sought to embed our sustainability objectives into our ways of working, and honour our market-leading position by demonstrating how all of us in the construction industry can improve our processes to be more sustainable.

In 2023 we commenced our biggest ever project – Seven Mills (page 5). It represents a once-in-a-generation opportunity to create a truly sustainable, walkable community with excellent public transport links and abundant green spaces and amenities. It is also the location we have chosen for our Innovation Hub (page 7), an exciting space fostering the culture of continuous improvement and learning we have within our organisation, and which has been designed to be demountable and reusable and for which we will find a worthy second life once our work on the site has completed.

Cairn's science-based short-term decarbonisation targets for Scopes 1, 2 & 3 have been approved by the Science-Based Targets Initiative (SBTi) and we have further committed to set long-term emissions reduction targets aligning with net-zero through the Business Ambition for 1.5°C campaign (page 14). To date our decarbonisation efforts have seen the carbon intensity of the homes we build reduce by some 18%, and while 2023 did not see further reductions, we have taken a significant step on our journey to achieve our ambitious decarbonisation targets by launching our first Passive House apartment scheme (page 16), with almost 600 homes to be built to this standard, delivering the highest levels of energy efficiency and lowered operational carbon usage. In line with the Greenhouse Gas Protocol's reporting rules, the impact of these reductions will not be seen in our disclosures until the homes are completed and delivered, but the actions we are taking now will ensure that they will typically require half the heating energy of other new NZEB (nearly zero energy buildings) homes, and will deliver significant cost savings for our customers over the long term.

Our flagship Biodiversity initiative this year was the completion of Three Trouts Way – a 1.5km long greenway on the banks of Three Trouts stream (page 18). This new active travel route between Delgany and Greystones in County Wicklow, has been constructed as a boardwalk and raised above the ground so that the local flora and fauna remained undisturbed. The result is a new natural amenity for the enjoyment of the wider community.

Health and Safety remains at the forefront of our business strategy and continues to be our number one priority (page 26). We sought ISO 45001 Certification for Occupational Health and Safety Management and achieved this benchmark (as well as ISO 9001 – Quality Management and ISO 14001 – Environmental Management) in November 2023, underscoring our commitment to excellence.

We continued to develop our Responsible Sourcing programme during 2023 to ensure that our supply chain partners support the delivery of our sustainability objectives. To this end we have partnered with other leading companies and organisations in the industry to establish the Supply Chain Sustainability School Ireland (page 28). This free online learning platform will support all members of the construction industry supply chain to upskill to deliver a sustainable built environment. Topics include environmental issues such as Biodiversity, Ecology, Carbon and Net Zero, Waste and Resource Efficiency, and Social issues such as Community & Social Impact, Modern Slavery, and Equality, Diversity, Inclusion and Wellbeing.

Our Home Together initiative has been a real success story, as evidenced by the feedback we have received from our customers speaking of “the unexpected gift of community” (page 37). These residents now feel empowered to steer future actions according to their own requirements – truly the most sustainable form of community building.

We have announced plans to develop the Cairn Apprenticeship Scheme (page 38), in an important new strategic initiative for the Company. Increasing sustainable housing output is integral to Ireland's social, economic and environmental future and the future health of the industry's workforce is integral to those plans. The Apprenticeship Scheme will help to enhance the long-term health and viability of the construction sector in Ireland, by addressing future skills in the industry, particularly those which are sustainability-focused. The Apprenticeship Scheme will provide a suite of supports to incentivise new entrants into the construction industry, whether they are school leavers or workers who would like to re-skill and enter a career in construction.

2024 will see us enhance the skills and expertise of our extended workforce and demonstrate how together we can deliver homes of world-class quality and exceptional interior comfort at scale. We will continue to invest in Ireland's future, supporting new entrants into the construction industry, particularly targeting increased female participation, and to take the responsibility that comes with our industry-leading position seriously, always seeking to reinforce our aspirations with ambitious actions.

A New Town Alive with Opportunity



Customers



Construction

In 2023 we broke ground on our biggest ever development, Seven Mills. This represents a once in a generation opportunity to create a vibrant and sustainable community and suburb with top-class amenities in a well-designed and planned environment.

This development has given our people at Cairn an opportunity to test themselves like never before. The scale of the Seven Mills development has touched every part of our organisation, forcing our people to rethink how we do things. It has allowed us to provide leadership to our supply chain, subcontractors and the wider construction industry in Ireland. Seven Mills will ultimately be home to some 25,000 people and will act as a national economic driver, supporting employment, job creation, and economic agglomeration benefits. The area covers 280 hectares located within the greater Dublin area and we will deliver some 5,400 of the 9,000 homes that will be provided there. Built around large parks and greenways, and boasting kilometres of waterside frontage along the Grand Canal, Seven Mills puts the city centre just minutes away by rail or cycleway. Green spaces will cater to every outdoor enthusiast with playgrounds, outdoor gym equipment, playing pitches and allotments. Combined with the high quality services available across retail, commerce, leisure, entertainment and culture, as well as conveniently located schools and childcare facilities, Seven Mills will provide truly sustainable living.

SEVEN MILLS IN NUMBERS 📊

225 Acres

(approx.) of green spaces – the size of 126 football pitches

3.5km

of tranquil canal frontage

12.5km

of cycleways and walkways

8

schools planned nearby by the Department of Education

12

minutes by train to Dublin City Centre



Climate Action *continued*

Case Study 🏡

Building Ireland's newest town, where thousands of people will live and work.

Sustainable Transport



The residents of Seven Mills will have access to a range of safe, affordable, accessible and sustainable transport systems, improving road safety for everyone and reducing Ireland's fastest-growing source of carbon emissions, namely that from the transport sector.

Seven Mills is bounded to the north by the main rail line linking Dublin City Centre with Celbridge, Naas, Newbridge and on to Galway, Cork and Waterford, with two train stations within the suburb itself ensuring that every house is just a short walk from one or the other.

To the south the Grand Canal greenway/cycleway provides active travel opportunities for those commuting to the city centre.

Car parking provision is modest, and alternative modes of travel are encouraged by providing car-, bicycle-, and scooter-sharing schemes with multiple nodes within the development.





Rainwater flows from paved surfaces to appropriately designed bioswales, tree pits and planted areas with subsurface filtration to slow the runoff and encourage infiltration of surface water at source.

Nature-based Surface Water Management Strategy



The impacts of extreme rainfall events have increased in recent years due to climate change. The principal impact has been the risk of flooding, but this in turn has increased the risk of pollution from urban surface water runoff. It is often said that the UN Sustainable Development Goals (SDGs) will only be achieved through integrated approaches that incorporate the social, economic and environmental dimensions of sustainable development. Nature-based solutions for water management constitute just such an approach, providing multiple benefits to stakeholders, while at the same time mitigating the risk of flooding events.

The Nature-based Sustainable Urban Drainage systems (SuDS) which have been designed into Seven Mills streetscapes to control this risk of flooding also provide other benefits such as:

- Biodiversity, protecting and providing habitats for a range of species and providing connectivity
- Climate change adaptation through increased resilience to more frequent and intensive rainfall
- Climate change mitigation through carbon sequestration
- Improved groundwater quality by filtering out heavy metal pollutants
- Reduction in Embodied Carbon of drainage infrastructure
- Contribute to local amenity and placemaking.

Roads and streets within Seven Mills (particularly next to the Canal) have been designed so that rainwater flows from paved surfaces to appropriately designed bioswales, tree pits and planted areas with subsurface filtration to slow the runoff and encourage infiltration of surface water at source.

These features are provided to collect and convey road runoff where adjacent to open space, and swales adjacent to attenuation basins route surface water runoff to bioretention areas in the detention basins before infiltrating into the attenuation structure below.

River and Canal Water Quality is protected by providing interception storage with treatment of the run-off so collected and within the attenuation storage system and oil separators on the main surface water outfalls from the development. Surface water runoff from the adjacent road is conveyed to grated manhole inlets along the swale which routes any surface water that has not infiltrated naturally into the ground, to the surface water pipe network to be attenuated in the regional attenuation basins. A filter strip is provided between the road and the swale where space allows to add additional area for surface water infiltration. Surface water routed to the swales creates opportunities for particle, oil/grease and nutrient absorption before discharging into the surface water pipe network.

Climate Action *continued*

Case Study 🏡



Swales and bioretention areas contribute to the biodiversity of the development by adding habitat for wildlife and additional area for planting and are landscaped in order to maximise amenity benefits. The bioretention areas are generally located along roads to receive runoff from adjacent roads and contribute to aesthetics of the streetscape. Local bioretention areas are also located within the detention basins to receive surface water runoff from nearby roads and create local “wet” areas. This will encourage the growth of plants, further adding to the biodiversity of the development and create enjoyable and aesthetically pleasing public open space areas.

The SuDS street trees increase the habitat for a variety of animal species and insects and act as bridge for wildlife in the post-developed urban landscape. Filtered water passing through the tree pit and into the receiving watercourse would also add to the biodiversity downstream. The green roofs will provide further ecological benefits by attracting birds, bees, butterflies and other insects by creating pockets of habitat at high level for nesting and foraging. The use of green roofs will improve on a range of amenity principles such as improved climate resistance, air quality and noise levels.

Innovation Hub at Seven Mills

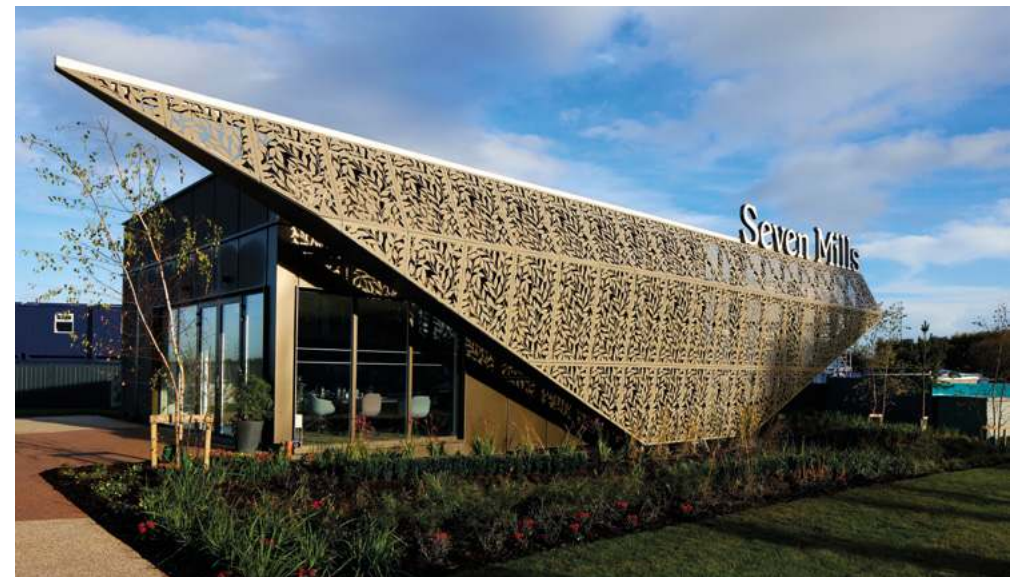


Innovation in our approach is key to what we are doing and what we ultimately hope to achieve at Seven Mills. An important signifier of this commitment is the development of an Innovation Hub.

This space provides a number of benefits. Firstly, it allows for a dedicated space where Cairn employees and our partners can collaborate and brainstorm new ideas and solutions for live issues. This leads to increased efficiency and productivity, as well as improved quality and safety for all on site. Secondly it helps us at the forefront of technological advancements in the construction industry, allowing us to adopt new tools and techniques that can streamline processes and improve sustainability.

The building was designed to be manufactured off-site, to be flexible and expandable, and ultimately to be demountable and able to be reused elsewhere.

It also fosters a culture of continuous improvement and learning within the organisation, as employees are encouraged to explore and experiment with new ideas and technologies. With it, we were able to welcome a delegation of over 30 guests from Build Europe to Seven Mills. Build Europe is the umbrella organisation for the national federations of developers and house builders in Europe. They represent thousands of developers and house builders across the member federations, and all of the delegates were impressed with the scale, pace, and innovation on display at our flagship development.



Our Approach

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Sustainability Strategy and Governance

Our purpose is to build sustainable communities where people can thrive. Our sustainability strategy is designed to support that purpose. We have sought to fully understand our material issues using a combination of surveys, in-depth stakeholder consultations and workshops. Although we have already begun taking steps to ensure we are compliant with the forthcoming Corporate Sustainability Reporting Directive (CSRD) under which we will report from FY2025, this alignment will develop in earnest in early 2024, when we will re-evaluate our double-materiality assessment to identify our material Impacts, Risks and Opportunities.

We have made significant progress in executing our strategy throughout 2023 and have weaved sustainability more closely into our broader strategic objectives and into our ways of working.

We have invested in our Sustainability Team, with our Head of Sustainable Construction & Reporting moving across from our Design & Technical Team, ensuring the greatest possible alignment between our Company Sustainability Strategy and our Site Operations.

Bringing 20+ years experience as an architect, as well as Certified Passive House Designer, Construction Lifecycle Assessment Specialist and Home Performance Assessor qualifications, this appointment enables us to drive innovative ways of reducing our carbon footprint and meet our ambitious sustainability targets.

It will also empower us to further champion sustainability, engaging with construction and property industry bodies, and regularly attending and speaking at forums, conferences and working groups ensuring Cairn remains a leading voice in embedding sustainability initiatives and strategies throughout the industry.

UN Sustainable Development Goals

The United Nations 17 Sustainable Development Goals (SDGs) provide a blueprint to achieve a better, more sustainable future, against which we have reviewed and mapped our strategy.

We have analysed each SDG against the material topics identified in our last [materiality assessment](#) and have carefully selected 10 goals with which we will focus on aligning our activities. These will guide us in developing new initiatives and strategies to address the material topics identified by our stakeholders, and reduce our impacts on people and planet.



GOVERNANCE STRUCTURE

Our Board

Oversight and Ultimate Responsibility



Audit & Risk Committee

Oversight of the Group's risk profile and health and safety strategy

Remuneration Committee

Oversight of the remuneration elements of our employee value proposition

Nomination Committee

Oversight of the diversity and inclusion strategy and employee engagement initiatives

Our Senior Leadership Team

Accountability



Director of Construction & Operations

Environmental Responsibility

Chief People Officer & Director of Commercial and Procurement

Social Responsibility

Company Secretary & Head of Sustainability

Governance Responsibility

Sustainability Team

Led by our Head of Sustainable Construction & Reporting and supported by the "Innovation Forum" with input from each function of the business



Our strategy is designed to support our purpose –
Built for Good: to build sustainable communities where people can thrive.



FIND OUT MORE ABOUT OUR STRATEGY
AND OUR MATERIAL TOPICS
[Annual Report 2023](#)



People



We are committed to driving employee engagement to deliver a high-performance culture in a rewarding working environment where we harness insights and knowledge from our talented team.

Our Material Topics:

- Health and Safety – remains at the forefront of the business strategy and continues to be our number one priority
- Employee Wellbeing – we are deeply committed to nurturing the wellbeing of our employees and fostering a workplace that embraces diversity and inclusion
- Equality, Diversity & Inclusion – we are steadfast in ensuring that we provide a fair and inclusive working environment. We believe that a diverse and inclusive team leads to greater success
- Learning & Development – addressing the skills gaps to educate and raise awareness on Energy Transition



Customers



With a focus on meeting the diverse needs of a rapidly expanding customer base, we are dedicated to providing high-quality new homes to a broad mix of private individuals, state-supported agencies and institutional buyers.

Our Material Topics:

- Affordability & Supply of Housing – Expanding our customer base to serve our country's present and future needs by providing value and timely delivery for our private customers and our partners in Local Authorities, Approved Housing Bodies and the Land Development Agency
- Health & Wellbeing – promoting improved health outcomes for our customers
- Affordable Energy – lifetime energy cost savings through increased efficiency



Construction



We design and build high quality, well-located, energy efficient A-rated homes that people love living in now and into the future.

Our Material Topics:

- Climate Action - Mitigating and adapting to climate change through lower-carbon methods of building and designing and building more resilient homes
- Responsible Sourcing – ensuring our supply chain partnerships support the delivery of our sustainability objectives



Sustainable communities



We are committed to building homes in sustainable communities where people can thrive.

Our Material Topics:

- Biodiversity – advancing towards our goal of achieving Biodiversity Net Gain on all sites
- Health & Wellbeing – providing amenities that encourage community bonding, interaction, activity and relaxation
- Community Building – empowering residents in established developments to steer future actions according to their particular requirements

Continuous Improvement

Heatcheck Study with UCG and the LDA



Ireland has been subject to the requirements of the Environmental Performance of Buildings Directive (EPBD) which requires the mandatory introduction of nearly zero energy buildings (nZEBs) since 2018. However, despite the efforts of the government towards improving energy efficiency in buildings, it has been reported that new and renovated buildings often do not reach the planned energy performance, resulting in the so-called 'Performance Gap'. This is thought to be due to inadequate consideration of occupant behaviour, energy use and internal environmental quality (IEQ) together.

In response, the University of Galway launched the 'Heatcheck' research study and Cairn are delighted to partner with the Land Development Agency in collaborating on this important project. The project aims to investigate the relationships between the energy consumption and internal environment quality (IEQ) profiles of residential buildings, the people occupying the buildings and the materials commonly used in the construction industry with the overarching aim to improve the energy audit procedure for the Dwelling Energy Assessment Procedure (DEAP) and Non-domestic Energy Assessment Procedure (NEAP) energy compliance tools. Primarily, this will be achieved by monitoring occupant energy demand behaviours and IEQ profiles, providing real-world comparisons to the standard assumptions made in

steady state building energy performance compliance procedures such as DEAP, NEAP and Passive House Planning Package (PHPP). The Heatcheck project will make use of data to be collected in new field studies involving 100 new and existing residential buildings to deliver the project aims, including our Archers Wood apartments which have been purchased by the LDA.

Study Visit – Freiburg Green City, Germany



The City of Freiburg is known internationally for its political and civic commitment to sustainable development and the environment. A cross-functional group from Cairn visited the city in July 2023 to see what could be learned from their district-scale developments, that may be adapted and applied to Cairn's larger developments, such as Seven Mills.

The city district of Vauban is considered a remarkable example of sustainable urban planning, not only among city planners and architects, but the general public as well. Built upon former French military barracks, Vauban is an attractive, family-friendly district with 5,500 residents that attracts visitors from all over the world. After an urban planning competition, significant emphasis was placed on civic participation, resulting in a vibrant community with diverse architecture, attractive greenery, and a lively public space.

A distinct feature in Vauban is the transport concept which encourages a life without a car and creates optimal conditions for pedestrians and cyclists. Car-sharing, access to public transport and bicycle paths enable all to move freely without the need for

a personal car. The residents of Vauban themselves contributed to the planning of the district. Low-energy construction was mandatory, and numerous buildings have been constructed as passive-energy houses and equipped with solar panels.

Rieselfeld, Freiburgs largest new district, is a family friendly neighbourhood that offers its inhabitants every infrastructure for daily life. The district is a prime example of sustainable new development:

- Low-energy housing
- Citizen involvement, social work & culture

- Low-traffic and low-energy concepts
- Playgrounds & green spaces
- Protected natural areas
- Nature-based Rainwater management

Freiburg's first climate-neutral district with plans for 6,500 apartments to house approx. 16,000 people is to be built north of the Rieselfeld district. More than 60 per cent of Freiburg residents voted in favour of this new district in a referendum and preparations are currently being conducted at full speed.



Environmental Impacts

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Climate Action

Decarbonisation Roadmap and Net Zero Commitment

SBTi Validation

SBTi targets were submitted in December 2022, Scope 1 & 2 – 46.2% absolute reduction / 4.2% per year to 2030, Scope 3 – 61% intensity reduction by 2030. These targets were validated in September 2023.

OUR TARGETS

46.2%

Scope 1 & 2 combined target of absolute reduction by 2030 from a 2019 baseline

61%

Scope 3 intensity reduction by 2030

We acknowledge the latest climate science from the Intergovernmental Panel on Climate Change (IPCC) which has been described as a 'Code Red for humanity', showing that it is still possible to limit global temperature rise to 1.5°C but that rapid and deep emissions cuts are required to achieve this. The SBTi has approved Cairn's near-term company-wide science-based emission reductions targets which were submitted in December 2022. We commit to reduce absolute scope 1 and 2 GHG emissions by 46.2% by 2030 from a 2019 base year. We also commit to reduce scope 3 GHG emissions from purchased goods and services, upstream transportation and distribution, use of the sold products and end of life treatment of the sold products by 61% per total floor area sold within the same timeframe. We will need the cooperation of our supply chain partners over the coming years to reduce the Embodied Carbon of our homes, but we have immediately initiated design changes to reduce the Operational (In-use) Carbon of several projects (see page 16, Our Strategy in Action 'Leading on Decarbonisation'). We have the knowledge and expertise required to begin implementing these changes now, and by doing so we estimate the lifecycle carbon footprint of our homes will reduce by at least 25%.

Following the approval of our Near-Term targets, we doubled down on our climate ambitions by committing to achieving Net Zero by 2050 and will publish our Climate Transition Plan in 2024.



Emissions occur throughout our value chain from the materials we purchase, to the preparation of a site for building, through to the activity on site as homes are built, in-use energy once our customers move in, and maintenance and adaptation processes throughout their full lifecycle.



Direct Emissions



SCOPE 1 & 2

Diesel and Energy consumption in our direct operations.

Action Taken

Switch to Hydrotreated Vegetable Oil ("HVO") for Site Machinery. Move to renewable energy for our central and site offices.

Next Steps

Continue our move to 100% certified renewable electricity sources for all operations.

Strategic Priorities

We have reduced our Scope 1 & 2 emissions by 59% from a 2019 baseline exceeding our SBTi target of 46.2%. We are committed to procuring 100% of our Scope 2 purchased power from certified renewable sources to further this reduction.



Site Development



SCOPE 3

Soil management and site investigation and preparation prior to work commencing.

Action Taken

Soil management including detailed surveys and maps which analyse the level and conditions of the site before works commence. This allows us to target net zero soil import and export by maximising the onsite "cut and fill".

Next Steps

Further enhance our geotechnical investigations and ground improvement designs, and our use of nature-based surface water management to optimise site development works.

Strategic Priorities

Continue to target net zero soil import and export by maximising on-site reuse of excavated material and managing any remaining surplus on our Seven Mills site, further reducing the amount sent to landfill.



Embodied Carbon



SCOPE 3

Actions relating to the materials: Concrete, timber, glass, metals, plastics and waste.

Action Taken

We use timber frames, modular balconies and bathroom pods as standard. We have developed a timber-framed construction methodology to substantially reduce the embodied carbon of low-rise apartment units and duplexes.

Next Steps

Provide education and upskilling to our Supply Chain to encourage the development of low carbon products and services. Develop building designs and construction techniques to support circularity.

Strategic Priorities

Research & development: using our Life Cycle Assessment (LCA) outputs and existing research as a guide, we will focus on component level changes (e.g. roof trusses and balconies) to reduce our emissions.



Operational Emissions



SCOPE 3

In-use energy demand including heating, hot water and lighting.

Action Taken

Our LCA research has shown 'in-use energy demand' is one of the priority areas for achieving Scope 3 emission reductions. To this end, we have launched one of the largest Passive House developments in Europe (Pipers Square, see page 16).

Next Steps

We will work with our customers and strategic state partners to monitor the post-occupancy performance of our homes and use the data to educate our customers as to best use of their home via direct engagement and our Customer Care Portal.

Strategic Priorities

Roll out ultra low energy standards to further developments.





Leading on Decarbonisation



Customers



Construction

Cairn have launched our first Passive House apartment scheme at Piper's Square, Charlestown, which will be one of the most sustainable scaled apartment developments in Ireland.

What is Passive House?

Developed in Germany in the 1990s, the Passive House building standard is designed to minimise the need for space heating and cooling – reducing both carbon emissions and utility bills – while ensuring high levels of comfort and indoor air quality.

The concept centres on the combination of five principles:

- Minimising thermal bridging
- Ensuring very high levels of airtightness
- Installing high performance windows
- Using high levels of insulation
- Adopting heat recovery ventilation

Cairn's Adoption of Passive House

The Passive House principles are well known to Cairn and to our subcontractors, but we will be combining them and seeking third-party certification to ensure we achieve the performance levels demanded by this robust and exacting standard.

By adopting this approach, we seek to demonstrate the significant benefits that can be secured by scale housebuilders. We will use our leading position in the

Irish construction industry to show that this world-class building standard is achievable using existing supply chains and can become the norm, accelerating decarbonisation across our sector.

Enhanced Energy Efficiency

Passive House delivers outstanding levels of energy efficiency, typically requiring half the heating energy of a building regulations-compliant, new-build home. Applying this rigorous standard to the Charlestown scheme will reduce Cairn's Scope 3 emissions by an estimated 9,500 tonnes of carbon compared with standard building regulations, equivalent to 5% of our entire 2019 baseline footprint.

As well as carbon emissions, reducing energy consumption by adopting these measures delivers lifetime cost savings for building occupants, helping to reduce utility bills and fuel poverty. Benefits also extend to energy infrastructure, with reduced energy demand supporting the resilience of the national grid, which is likely to come under increasing pressure as heating, transport and other sectors decarbonise and drive demand for renewable energy. Studies have shown that the cost of building more efficiently

Climate Action *continued*

Our Strategy in Action *continued* 🏡

is significantly lower per kWh than the cost of generating that kWh for all forms of renewable energy, in every scenario.

As an established standard, Passive House allows benefits to be secured in the short term, contributing to the achievement of national net zero goals. In the longer term, the 'fabric first' approach that reduces reliance on technologies that may become obsolete also helps to 'future-proof' buildings.

Improved Health and Wellbeing

While Passive House is best known for its outstanding levels of building performance, the approach also delivers exceptional levels of interior comfort and benefits to health and wellbeing. The top building performance issues affecting health are temperature and ventilation. Each of these is optimised in a Passive House building, as well as noise intrusion. The result is significant improvements in health and wellbeing for occupants of Passive House buildings, reducing demand for health and social care services and contributing to improved life outcomes for residents. These benefits are often difficult to quantify but are potentially the most significant and far-reaching of all.

Next Steps

We look forward to showcasing the skills and expertise of our extended workforce and demonstrating how together we can deliver homes of world-class quality at scale, without compromising on the pace of our delivery as we seek to respond to the housing crisis. We will refine and optimise our approach, and plan to apply the Passive House principles to further apartment schemes as we continue our work to reduce our Scope 3 emissions and deliver benefits to all our stakeholders.

PASSIVE HOUSE FEATURES 📌

- 1 Highly insulated envelope
- 2 High performance windows
- 3 Efficient junctions
- 4 Airtightness
- 5 Heat Recovery



Biodiversity

Our Biodiversity Key Mission

Our key mission is to advance our efforts towards our ultimate goal to halt and reverse nature loss.

We have made major strides in reducing our direct impacts on nature loss by targeting Biodiversity Net Gain (BNG) on increasing numbers of our developments. We have tied achieving our BNG targets to Executive remuneration, ensuring it is front and centre in our corporate actions, and will analyse our full nature-related dependencies, impacts, risks and opportunities.

We continue to support the All-Ireland Pollinator Plan with our Pollinator Friendly planting and landscape works across all of our developments and have been acknowledged by the National Biodiversity Data Centre as a Pollinator Friendly business since 2018 and our pollinator plan activities are mapped on the All-Ireland Pollinator Plan website.

We have continued to be supporters of Birdwatch Ireland, an independent conservation organisation, and have collaborated with them on implementing a significant nesting box project as part of our Linden Demesne development.

Site-specific projects are bolstered further by our pollinator-friendly strategies across all Cairn schemes. These include:

- 100% of sites undergo a pre-commencement biodiversity assessment
- Pollinator-friendly mixes of perennials and flowering shrubs in all front gardens
- Native tree planting in open spaces and private gardens
- Mixed bulb drifts of pollinator-friendly plants
- The provision of a packet of pollinator-friendly bulbs and information to every new homeowner

Case Study 🏡

Three Trouts Way

As part of our Archers Wood development Cairn committed to providing a greenway some 1.5km long along the bank of the Three Trouts stream to provide residents with a safe, segregated active travel option between Delgany and Greystones in County Wicklow. It was always envisaged as an opportunity to enhance both the amenity and utility of the space, but also to protect and enhance the biodiversity. We were happy to collaborate with a local 'citizen scientist' to ensure that the walkway was added without disturbance to the local flora and fauna by designing it as a raised boardwalk, allowing the stream to flow

beneath undisturbed with free movement for animals. We planted 10,000 new trees in the area, mostly native and with some fruiting and flowering varieties, and wild flower meadows and have provided 90 bird boxes. The result is a new natural amenity which is being enjoyed by locals young and old, both residents of our new development and those who have lived in the area for generations.

[READ MORE ON OUR WEBSITE →
www.cairnhomes.com/building-in-partnership/archers-wood/](https://www.cairnhomes.com/building-in-partnership/archers-wood/)



2023 Biodiversity Actions

Citywest Phase 3, Dublin 24

Now nearing completion, this was one of our first BNG developments. The 'Local Park' is open and permeable, with access for residents and visitors alike allowing members of the public to enjoy the benefits of the pollinator-friendly planting and native wildflower grass meadow – planted detention basin.

Parkside, Dublin 13

Another high-density development targeting BNG, this 700-unit scheme has seen extensive engagement with local schools regarding the planting and action plan which will see the completion of a Greenway linking Belmayne Avenue with Fr. Collins Park to the east, with lawn verges taking surface water from the paved areas planted with drifts of seasonal bulb planting to provide a variety of colour throughout the year.

Hawkins Wood, Greystones, Co. Wicklow

Featuring our standard Pollinator-friendly mixes of perennials and flowering shrubs in all front gardens, and native tree planting in both open spaces and rear gardens, the biodiversity garden specially designed for the launch of this development and featuring a pond suitable for frogs and other aquatic species showcases individual actions our customers can take to promote biodiversity in their own homes.

Biodiversity *continued*



Archers Wood, Greystones, Co. Wicklow

The landscaping here integrates the homes with the existing landscape and creates a network of open spaces which contribute to local biodiversity, notably the Three Trouts Way (see across). The perimeter planting is native and naturalised broad-leaf hedgerow and tree planting, along with dense woodland and understorey planting, and wildflower meadows have been planted to most of the northern slopes, reducing maintenance requirements, improving local biodiversity and, creating a visually attractive route through the space.



Mercer Vale, Cherrywood, Dublin 18

We planted a new native hedgerow in this development, along with pollinator-friendly mixes of perennials and flowering shrubs in all front gardens and pocket parks. Native trees in open spaces and private gardens create habitats for the future.



Linden Demesne, Maynooth, Co. Kildare

In our Linden Demesne development, in addition to the retention and regeneration of 150m of native hedgerow habitat, we are planting for the succession of hundreds of new trees, all of native species. A water pond is being designed to enrich the habitat.

Every garden is supplied with native floral planting and a birdbox based on designs supplied by Birdwatch Ireland.



Seven Mills, Dublin 22

Our flagship development for sustainability (see Case Study, pages 5-8), targeting Biodiversity Net Gain across its full 225 acres, Seven Mills makes extensive use of nature-based surface water management features and green roofs. Haws were harvested from the site prior to the commencement of our site activities and have been propagated in a nursery, allowing for sustained mature planting as construction proceeds. A new linear park is being planted along the boundary with the canal, protecting and enhancing the existing hedgerow and delineating the riparian zone beside this important wildlife corridor.

Case Study

Reforest Nation

In 2023, Cairn continued to ramp up our efforts to improve the biodiversity of the wider environment in parallel with our Biodiversity Net Gain strategy for our own sites by planting thousand of trees across the country. In choosing native species, we are creating future homes for local wildlife as well as mitigating climate change.

To further this initiative and augment the tree-planting we have carried out on our own sites (18,000+ in 2023, 52,000+ to date), we partnered with Reforest Nation to sponsor a further 3,000 trees at the beginning of 2023. Cairn employees joined a host of volunteers over a weekend in late February to lend a hand tree-planting and come together to make a positive impact on our

environment, helping the local ecosystem and supporting biodiversity. This was the second such event held with Reforest Nation.

We are continuing to partner with Reforest Nation in 2024 to further support them in their mission of rejuvenating Ireland's landscapes and contributing to the global effort against climate change.

Cairn recognises our debt to nature, and our obligation to protect it, and also the need to reverse current trends in biodiversity and habitat loss to ensure a sustainable Ireland for future generations. In 2023, we planted more than double the number of trees planted in 2022 resulting in an average of almost 11 trees planted per unit sold during the year.



Task Force on Climate-Related Financial Disclosures (TCFD)

Risks and opportunities posed by climate change that have the potential to generate substantive changes in operations, revenue, or expenditure, including:

- i. a description of the risk or opportunity and its classification as either physical, regulatory, or other
- ii. a description of the impact associated with the risk or opportunity
- iii. the financial implications of the risk or opportunity before action is taken
- iv. the methods used to manage the risk or opportunity
- v. the costs of actions taken to manage the risk or opportunity

Governance

The Board is ultimately responsible for sustainability at Cairn while the Executive Directors (CEO and CFO, who are Board Members) maintain full strategic and operational oversight of the sustainability agenda. Cairn's sustainability agenda incorporates our response to the transition risks associated with the shift to a lower carbon economy, and the physical risks it faces in respect of climate change.

Strategy Channel

At each Board meeting (approximately seven per year), progress towards our strategic objectives is discussed, together with factors that are affecting or may affect those objectives and our strategy. Climate-related issues are a key lever in our strategic objectives and, consequently, form an

integral part not only of the strategic reporting cycle, but also the annual strategic review.

Risk Management Channel

The Audit & Risk Committee maintains oversight of the risk register, monitors our response to risk and has identified the impacts of climate change as a principal risk. The risk management framework supports and promotes the identification and management of climate-related issues on a business wide basis, managed through our embedded risk management process. This is reflected in the inclusion of sustainability within our LTIP (Long Term Incentive Plan), which in turn is underpinned by sustainability metrics incorporated into our remuneration frameworks (approved by the Remuneration Committee),

ensuring that targets and objectives of employees, including Executive Directors, and the business, are aligned.

The Chief Executive Officer retains responsibility for defining the strategic direction of the business and Cairn's climate-related performance. Operationally, our Senior Leadership Team, supported by Cairn's Head of Sustainable Construction, Sustainability Team and the Innovation forum, direct the management of climate-related risks and opportunities. Separately, the Chief Financial Officer is responsible for ensuring the financial impacts of climate-related issues are fully understood and reflected in Company budgets.

All employees at Cairn, regardless of seniority, are responsible for supporting the delivery of goals and objectives, identifying and managing risks, and promoting company values. Through our People Strategy, the Chief People Officer ensures that climate-related issues, and our response to them, are both communicated and incorporated into employees' annual objectives and associated incentives. The Chief People Officer is also responsible for ensuring the Company's resources and capabilities match its climate-related responses.

Our disclosure is in line with latest TCFD guidance, recommendations, and publications. We will continue to enhance our TCFD disclosure in line with latest guidance and supplement our responses.



Task Force on Climate-Related Financial Disclosures (TCFD) *continued*

Strategy

Our risk management framework, which identifies climate-related issues as a principal risk and uncertainty, considers all risks based on three horizons.

The climate-related risks and opportunities presented here were identified through our climate-related scenario analysis.

FURTHER DETAIL ON THIS ANALYSIS CAN BE FOUND ON →
p23

Risk Time Horizon Explained



Here and now

Risks to the immediate term (one year or less) goals and objectives of the business



Medium-term

Risks with a horizon of between 1 year and 4 years



Long-term

Risks with a horizon of more than 4 years

Climate-related risks are categorised into: 'transitional risks', being the risks related to the transition to a lower carbon economy and 'physical risks' being risks arising from the physical effects of climate change.

Climate-related Risks and Opportunities

	TCFD RISK/ OPPORTUNITY TYPE	DESCRIPTION	TIME HORIZON	RESPONSE
Transitional Risk	Technology	There is a risk that Cairn may be unable to transition to low carbon products at the pace needed. For example, there are often public/local authority obstacles to using reused materials within Cairn sites. Where these obstacles are overcome, there may be issues with securing a reliable supply of those materials on a large scale. Some targets for reduction would require timber frame in apartments, which is not normal practice in Ireland. There is also a consideration that financiers may not lend to potential customers if units are not built to certain specifications e.g. no brick and clad.	 Long-Term	Our Technical team continues to review low carbon products, systems and processes for our houstypes. We are members of the Irish Green Building Council and actively participate in the Healthy Homes Ireland Forum with the aim of delivering greener healthier homes.
Transitional Risk	Emerging Regulation	Future regulation may lead to restrictions on what Cairn is able to build, increased costs, or longer build times. For example, carbon pricing may lead to an increase in material costs as manufacturers face higher input costs. Energy efficiency requirements may increase costs and reduce build options. An increasing focus on retrofitting existing homes and quotas on new builds in Net Zero scenarios for Ireland may limit capacity for new build. Broader planning conditions are expected to include greater environmental mitigation, specifically related to biodiversity and climate resilience.	 Medium-Term	We submitted a Science Based Target in line with a 1.5°C pathway in December 2022, which was verified in September 2023 by the Science Based Targets Initiative (SBTi). In December 2023 we committed to the SBTi Net Zero standard. These commitments guide our internal strategy towards the same goals as national and EU regulation to keep in line with the Paris Agreement and mitigate risk from emerging regulation.
Transitional Opportunities	Products and Services	Scenarios to keep in line with national climate reduction targets show all new builds should be A rated and have heat pumps as a heating source. This demand may come from any or all parts of our customer base including individual homebuyers and institutional buyers, particularly Government agencies.	 Medium-Term	All of our new houses have heat pumps by default and all of our homes have a BER rating of A3 or above. We are currently planning our first passive house development to further reduce energy demand in the homes we build.

Task Force on Climate-Related Financial Disclosures (TCFD) *continued*

Strategy *continued*

Climate-related Risks and Opportunities

	TCFD RISK/ OPPORTUNITY TYPE	DESCRIPTION	TIME HORIZON	RESPONSE
Physical Risk	Chronic Physical	There is expected to be an increase in temperatures overall in Ireland, and in extreme scenarios increased heatwaves. Homes sold by Cairn need to be able to withstand these rising temperatures and not overheat and conversely, must also account for increasing rainfall intensity. An increase in dry periods may also lead to increased dust levels on site. Excess dust exiting the site can result in a work stoppage, or site closure by the EPA, County Councils or the HSA. A decrease in rain in the summer may also lead to stress on water systems. Increased rainfall may require changes to construction practices and methods to ensure output can be maintained without impacting on safety or quality.	 Long-Term	Our Technical, Construction and Environmental teams are analysing the impact of shifts in climate patterns such as prolonged increasing temperatures on our house types. As an ongoing project they are assessing mitigating overheating in our homes through altering our home designs. We closely monitor weather forecasts to ensure worker safety, and make preparations or adjust build schedules where needed. Remediations are designed on a site by site basis, informed by a pre-commencement risk assessment and responsive mitigation plan.
Physical Risk	Acute Physical	Rising sea levels and increased rainfall in winter are expected to lead to a higher risk of flooding in Ireland. This may pose an issue for Cairn if potential customers face challenges when looking for mortgage approval or home insurance due to changing flood plains. For example, where homes are built on areas that were not deemed to be flood plains during development but are expected to become floodplains in the future in a >3°C scenario.	 Long-Term	The impacts of severe weather events and extreme conditions are actively monitored and evaluated by the Group's Technical, Construction and Environmental teams on a site-by-site basis with remediations developed to respond to site specific risk and mitigate the cost impact. Flood risk assessments are a key part of our land appraisals.

Risk Time Horizon Explained



Here and now

Risks to the immediate term (one year or less) goals and objectives of the business



Medium-term

Risks with a horizon of between 1 year and 4 years



Long-term

Risks with a horizon of more than 4 years

Climate-related risks are categorised into 'transitional risks', being the risks related to the transition to a lower carbon economy and 'physical risks' being risks arising from the physical effects of climate change.

Task Force on Climate-Related Financial Disclosures (TCFD) *continued*

Strategy *continued*

Scenario Analysis

In 2022, we undertook a more detailed scenario analysis than we had done previously, constructing a bespoke scenario relevant to our industry. Quantitative measures have been used to assess climate related risk and opportunities impacts. However, the assessment of risk impact is still ongoing while we refine this process, and will be revisited in 2024 in line with our risk assessment cycle.

We reviewed two climate related scenarios during our most recent assessment to identify climate related risks and opportunities. The first scenario was a transitional scenario in line with a 1.5°C world which included inputs from Ireland's Climate Action Plan 2021, International Energy Authority (IEA) Net Zero by 2050 Scenario, the London Energy Transformation Initiative (LETI) and the Irish Green Building Council (IGBC).

The second scenario was a transitional scenario in line with a >3°C world and based on climate modelling from EPA Ireland. This showed Ireland's climate from 2041-2060 modelled with the IPCC Representative Concentration Pathway (RCP) 8.5°C scenario.

This climate related scenario analysis helped to identify material risks and opportunities, as well as inform Cairn's strategy for managing these risks.

Where possible, we have estimated the potential financial impact of climate related risks and opportunities. The transitional and physical climate risks and opportunities of our strategy directly influence our financial planning through three key processes:

1. Risks and opportunities influence financial planning through ongoing cost benefit analysis of new technologies and options for more sustainable construction or green building. The known and material environmental benefits of new technologies are noted and addressed in a qualitative manner in this analysis while financial impacts on costs and revenues are recorded in monetary terms.
2. Project-level financial appraisal that accounts for the additional costs associated with mitigating known risks as well as savings or increased revenue associated with climate opportunities. This includes a tender assessment for each element procured. Cost of all known inputs then form the budget for the project.
3. Strategic cost planning for the business as a whole is undertaken annually and is based on projections of costs and revenues for future developments and operations including those associated with climate risks and opportunities. This process covers an eight-year time horizon.

Impact on Business Strategy of Risks and Opportunities

We recognise that climate change represents a principal risk and uncertainty to our strategic intent. Consequently, our process for identifying and reviewing that strategic intent incorporates a comprehensive analysis and understanding of the climate-related risks and opportunities presented by Our Purpose and Our Vision.

This informs our strategy and goals creating a positive feedback process in which climate-related risks and opportunities play a fundamental role in defining

strategy, with goals and objectives to mitigate or capitalise on opportunities having budgeted cost and margin impacts.

Following our commitment to the Science-Based Targets Initiative for our scope 1, 2 and 3 emissions, our targets were approved and validated in September 2023 and we are aligned to 1.5°C.

While completing this process we modelled various reduction targets on current and future developments. This exercise has allowed us to understand the potential changes that will be required operationally from the business and the resulting outcomes. We have linked our carbon reduction commitments to a sustainability linked loan to ensure action. This includes, but is not limited to, key Scope 1,2 and 3 emission reduction targets which must be achieved and independently verified each year.

We further demonstrated our dedication to reducing future carbon emissions by committing to the SBTi Net Zero Standard in December 2023. This commitment will further influence and inform our strategy as we look to move towards a net-zero carbon future.

Risk Management and Identification

Our risk management framework assesses climate-related risks and opportunities, through engagement at all levels of the business to ensure comprehensive identification and evaluation. We consider the likelihood of the risk occurring, and then the impact of the risk should it occur (having regard to controls we have already effectively implemented). This assessment supports decisions on how we apply Cairn's risk appetite to each risk and informs the materiality of the risk (or associated opportunity).

The purpose of the risk management process is to: help define strategies, including controls, to mitigate risks, or capitalise on the opportunities they may present; establish a process to consider risks and opportunities in the context of Cairn's risk appetite; and ensure risks, mitigating controls and responsibilities for managing risk and opportunities are recorded and monitored.

Risk management is an important tool and we take a business-wide approach, allowing us to consider the potential impact and opportunity presented by all types of risk affecting our business, including climate-related risks. When considering climate-related risks, we seek to identify and consider all material existing and emerging factors relevant to our core activities:

- **Policy Risks:** how Government policy in respect of climate may impact on our business model, for example through planning policies or economic policies
- **Brand Risks:** how our brand is impacted by our response to climate-related risk, for example if our developments do not meet customer requirements
- **Economic Risks:** how climate-led factors impact economic conditions, such as increases in supply chain costs
- **Development Risks:** how climate-related issues impact on our ability to deliver developments, including through local development plans; and
- **Compliance Risks:** such as how the Company complies with regulatory constraints on what and how we build.

Task Force on Climate-Related Financial Disclosures (TCFD) *continued*

Strategy *continued*

Managing Climate-Related Risk

Our approach to the assessment of risk is consistently applied based on the probability of the risk arising, and the consequences of the risk (which includes a materiality assessment based on a range of financial and non-financial factors). Our response to the risk is then dependent on the overall risk rating (low, medium, high, or extreme) and the Company's appetite for the risk.

Identifying and proactively responding to the challenges of climate change is core to our purpose and strategy. This means that as part of our overall risk management process, we proactively identify and manage risks associated with climate change in a way that ensures we can continue to deliver on our vision.

Metrics and Targets

For the 2023 reporting period we are disclosing the metrics to assess and manage climate related risks and opportunities as set out within the "Disclosures and Policies" section.

As a homebuilder, we operate in an energy intensive industry. Emissions are the key driver of global temperature rise and result in many of the regulatory changes we are now faced with. Measuring our carbon emissions allows us to gain a full and thorough understanding of the emissions we produce directly and indirectly. Our Scope 1 and 2 emissions are reported under GRI 305-1 and GRI 305-2. Our Scope 3 emissions are reported under GRI 305-3.

Measurable Impact

This year we solidified our commitments to change for the better at Cairn and lead the way for our industry by

- Becoming Ireland's first large scale developer to adopt Passive House principles at scale, thereby mitigating climate change by dramatically reducing the amount of energy and by default carbon required to heat our homes
- Continued our support for Business in the Community Ireland's Low Carbon Pledge, showing leadership by achieving validation of our Science Based Targets in September 2023
- Submitting our commitment to Net Zero by 2050 with SBTi.

We have taken our commitments further by incorporating sustainability into our remuneration frameworks. This demonstrates the importance we place on accountability for our sustainability commitments. We have:

- incorporated environmental metrics on biodiversity net gain into our long-term incentive plan
- Incorporated environmental metrics on climate related targets into our short-term incentive plan
- incorporated social metrics, including our customer and people framework with a health and safety underpin, into our short-term incentive plan.

All metrics and targets are reported in line with appropriate standards including SASB, GRI, EPRA and DEFRA.

Metrics and Targets

KPI	CODE	2023	2022	2021
Gross direct (Scope 1) GHG emissions	GRI305-1	793 tCO ₂ e	1,777 tCO ₂ e	1,522 tCO ₂ e
Gross market-based energy indirect (Scope 2) GHG emissions	GRI305-2	241 tCO ₂ e	299 tCO ₂ e	695 tCO ₂ e
Gross other indirect (Scope 3) GHG emissions by category (including embodied carbon)	GRI305-3	259,137 tCO ₂ e (1.60 per square metre)	237,132 tCO ₂ e (1.59 per square metre)	177,138 tCO ₂ e (1.49 per square metre)
Total energy consumption within the organisation	GRI302-1	13,050,001 kWh	10,647,906 kWh	10,211,304 kWh
Total weight of waste generated including breakdown by disposal route	306-3, 306-4	12,207 tonnes 3.6% sent to landfill (443t) 96.4% recycled or recovered (1,869t recycled and 9,895t recovered)	12,810 tonnes 3.9% sent to landfill (495t) 96% recycled or recovered (1,096t recycled and 11,219t recovered)	6,810.7 tonnes 4.0% sent to landfill (272t) 96% recycled or recovered (538t recycled and 6,001t recovered)
Percentage of sites with biodiversity impact assessments	Industry	100% of our developments meet this standard	100% of our developments meet this standard	100% of our developments meet this standard



Social Impacts

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Health and Safety

Health and Safety

2023 was another year of unprecedented productivity for Cairn. Despite significantly increased productivity levels across the business (12.5% increase in contractor hours), Health and Safety remains at the forefront of the business strategy and continues to be our number one priority.



People

Commitment and Leadership

Our commitment to Health and Safety (H&S) is demonstrated by our strong H&S culture and leadership through a top-down approach, resulting in a reduction of Lost Time Incidents of 19% in comparison to 2022. This was achieved through continuous review, development, and implementation of our Health and Safety Strategy to reflect the ever-changing environment we work in.

We continue to increase safety messaging and awareness for both our internal and external construction and support teams. The business' growth has led to significant development in our staffing and accommodation requirements both at a central and site level. A full review of ergonomic assessments was carried out in line with legislation requirements to enable the business to provide workstations suitable for all staff requirements. Throughout

2023, we conducted c.2,000 Environmental, Health and Safety reviews with our supply chain across all projects. These reviews and the utilisation of external consultants enable the business to consistently grow and develop, while maintaining our high Health and Safety standards. This is demonstrated by our Safe-T Certificate **Grade A** rating¹.

The management of emergency situations, both on site and throughout the business, is constantly reviewed. In addition to the on-site drills that are performed across the business and as part of our continuous development, during the year our H&S team simulated an emergency to test the effectiveness of our Emergency Response Plan (ERP) at Crisis Management Team (CMT) level. This was performed to ensure our processes are robust enough to facilitate a streamlined response to such an event. A comprehensive review of the response, legal

responsibility, and reactivity of the key role holders within the process was conducted and scrutinised.

In conjunction with the Construction Industry Federation (CIF) Safety Month in October 2023, we implemented the 'Critical Risk' review and management initiative across all Cairn sites. This involved engaging with all contractors across our supply chain to review their works and the critical risks that could be associated with their working space. There were over 100 collaborative meetings conducted during the period, where Cairn, together with our contractors reviewed the construction zones they are engaged in on each site from the contractors perspective. Multiple site stand-downs on topics developed from the collaboration with the contractors were also delivered by our Leadership Team to highlight the importance of safety on site and reinforce our commitment to safety management.

Mental Health Strategy

As part of our commitment to the continuous development of our Mental Health Strategy, we again made strides across our business and supply chain this year. Our Mental Health Strategy forms the blueprint of our Health and Wellbeing strategy for both Cairn and its contractors. Multiple presentations took place



Cairn are proud partners of The Lighthouse Club and have used this avenue to provide information, support, and multi-disciplinary experts to the people across our business.



across the business, given by various charitable trusts and support networks.

Cairn are proud partners with The Lighthouse Club and have used this avenue to provide information, support, and multi-disciplinary experts to the people across our business. We also engaged Oisín McConville (Sporting Chance) and, Ciarán Carey (My Move Counselling) to speak of their experience with drugs, gambling and alcohol and what help, and assistance are available for those struggling. Throughout the year our Mental Health First Aiders (MHFA's) have increased in numbers across the business to facilitate the growth of the business and enable Cairn to provide a point of contact across all functions. A key element of our Mental Health Strategy is the support available for the MHFA's within the business, which includes bi-weekly meetings for all MHFA's along with a dedicated Mental Health Champion within the business.

As part of our drive to significantly increase awareness of mental health within Cairn, we have collaborated with The Lighthouse Club to assist our MHFA's with understanding, developing and implementing our Mental Health Strategy. Additionally, Cairn's Mental Health Champion is an active member of The Lighthouse Club's Committee. As part of their role they contribute 'on the ground' feedback of the mental health needs within our industry. This feedback is vital to developing an industry-wide Mental Health Strategy that ensures our people are fully supported.

ISO Certification

Cairn have achieved ISO certification in 2023. After completion of both Stage 1 and Stage 2 audit, the business achieved certification in November 2023. Cairn achieved certification in:

- ISO 45001 – Occupational Health and Safety Management
- ISO 14001 – Environmental Management
- ISO 9001 – Quality Management

ISO, or the International Organisation for Standardisation, sets internationally recognised benchmarks for quality, safety, and efficiency. Level 1 and Level 2 audits were completed by Cairn with no non-conformances noted. This achievement reflects our unwavering commitment to excellence, and underscores the importance of ISO certification for our large-scale company.

Targeted Audits

As part of the growth strategy of the Environmental, Health and Safety function, we engaged an external consultant to complete process audits across 4 different aspects of the system. Turner and Townsend were engaged to undertake a series of targeted audits

across our sites. The categories covered during 2023 audits included:

- Chemical/Hazardous Material Management
- Hazardous Energies – Management of Temporary Services and Commissioning
- Consistency of Role Clarity
- Management of existing Live Services

This practice ensures accurate gap analysis and enables the continuous improvement of the business. All recommendations raised by the audits have been implemented by management to support our commitment to best practice.

1. Safe-T-Cert certification <http://www.safe-t-cert.ie> is based on the International Labour Office (ILO) "Guidelines on Occupational Safety and Health Management Systems". Safe-T-Cert is recognised by the Government Construction Contracts Committee (GCCC) in Ireland as meeting the requirements for public procurement and is accredited by Safety Schemes in Procurement (SSIP) Forum in the UK.

ISO Certification in 2023 reflects our unwavering commitment to excellence.

ISO 45001 – Occupational Health & Safety Management

ISO 14001 – Environmental Management

ISO 9001 – Quality Management

Responsible Sourcing

Our Responsible Sourcing Approach

We have commenced a programme of work on Responsible Sourcing designed to ensure our supply chain partnerships support the delivery of our sustainability objectives.



Construction

Responsible Sourcing

We engaged with selected supply chain partners who represent c.50% of our annual spend collectively, through several workshops in late 2022 and early 2023. These workshops provided an invaluable opportunity to identify common challenges experienced both by Cairn and our supply chain, and resulted in insightful knowledge and experience sharing between attendees.

Our supply chain partners provided valuable feedback and recommendations for Cairn as we move forward in our Responsible Sourcing programme, citing a need for clarity in terms of our expectations, reasonable timelines and support to achieve compliance, and access to training and guidance materials. These interactions are vital for Cairn to assist us to continue

with our Responsible Sourcing Programme which is designed to ensure our supply chain partnerships support the delivery of our sustainability objectives.

Principal Engagement

As part of our commitment to our supply chain partnerships and to ensure we are maintaining strong two-way communication, we held multiple off-site engagement and strategy days with our Subcontractors during 2023. We used this opportunity to review the performance of both Cairn and our Subcontractors, enabling clarity around performance expectations and identifying areas for change and improvement.

Over 100 Subcontractor relationship management meetings took place to allow for personal review of the Subcontractor performance across the Commercial function from Health and Safety to Procurement.

Moving Forward

In order to help increase efficiencies and reduce negative environmental impacts, we are striving to improve the sustainability performance of our supply chain. However, we understand that as we continue to move towards a more sustainable future and begin setting minimum expectations for sustainability performance for our supply chain partners, we must ensure there is a suitable support system in place, with the resources to help those who need it.

To this end, Cairn are proud to be a Founding Partner of the Supply Chain Sustainability School Ireland.

Case Study

Supply Chain Sustainability School Ireland



The Supply Chain Sustainability School (SCSS) has been operating successfully in the UK since 2012. It has established itself as a leading learning platform, and its members have derived significant benefits from its offerings. Developing the SCSS in Ireland is the next step in our commitment to ensuring we bring our supply chain partners with us on our sustainability journey, by providing them with free learning resources, tailored to their needs.

The SCSS Ireland has its own distinct Irish identity, governance structure, and training and learning agenda. This investment by the founding partners including Cairn establishes a free virtual learning platform for our supply chain partners, which will support them with the upskilling they need to deliver a sustainable built environment. All content is built and adapted to reflect Irish and European policy, practice, and regulation.

The SCSS aims to provide standardised education and training through webinars, e-learning modules and workshops across 17 Sustainability Topics including but not limited to;

- Biodiversity and Ecology
- Carbon and Net Zero

- Waste and Resource Efficiency
- Community & Social Impact
- Equality, Diversity & Inclusion and Wellbeing
- Modern Slavery

These educational resources are accompanied by two types of assessment, Corporate Assessment and Individual Assessment.

- Corporate Assessment is based on organisational capability and produces an action plan to drive improvement
- Individual Assessment is based on personal knowledge and understanding and produces a learning plan to encourage upskilling

All training and resource tools are CPD accredited and free for all members. We are confident that the Supply Chain Sustainability School will become an invaluable resource for our supply chain partners and the construction industry as a whole.



+4,000 jobs

supported by us directly
and through our contractor base

Placemaking and Communities

Placemaking and Communities



Customers

We passionately believe that a workplace that inspires, is a workplace that thrives. As we endeavour to shape the Ireland of tomorrow, we challenge our team to explore innovative and sustainable methods of construction, to envision the possibilities of the future, and to actively pursue them today. When we speak of inspiring Ireland's future, we are referring to the future of our employees, our communities, our industry, and the aspiration for a just and inclusive society.

The generosity and initiative of our employees are instrumental in realizing this vision. Initiatives such as the Home Together community initiative, our commitment to Biodiversity Net Gain, various community projects, and our partnership with Make a Wish Ireland have all stemmed from the passion and dedication of our employees to give back and make a meaningful impact.

We believe in fostering partnerships with national organisations, while also proudly supporting grassroots community organisations across Ireland. Our beneficiaries include local sports clubs, schools, and charitable organisations, furthering our commitment to sustainable community building.

In 2023, we are proud to have supported the following national programs:

- The Home Together Initiative
- Children's Books Ireland "Building Communities" Initiative
- Irish Red Cross – continuing our contribution to charitable housing

- Participation in the seventh annual Dragons on the Docks event to raise essential funds for homeless charity 'Dublin Simon Community'
- Partnership with The Lighthouse Charity to support our sub-contractors and their families
- Business in the Community Ireland Mentoring Program

We also support a variety of more local charities and groups to ensure that we are positively impacting the communities in which we are building. Some examples of this are:

- Down Syndrome Centre Sandyford
- Tallaght Community First Responders
- Maynooth Autism Friendly Town
- Greystones Town Team – Christmas Lights
- Ultimate Ringer cancer research fundraiser – Fitzwilliam Lawn Tennis Club

During 2023, we have continued our commitment to creating vibrant and cohesive communities by facilitating engaging activities like coffee mornings, street feasts, and the establishment of neighbourhood network teams. Through these, we have successfully helped to foster a sense of community within our residential developments.

Cairn recognises that communities thrive not just within the walls of homes but in the spaces between them. Our placemaking framework places a strong emphasis on providing amenities that encourage community bonding, relaxation, and interaction, while also attracting the wider local community. This commitment has led to projects like greenways, parks, pitches, tennis, and basketball courts, with Graydon in Newcastle being shortlisted for a National Placemaking Award.

Case Study

Children's Books Ireland



Sustainable Communities



Our ongoing partnership with Children's Books Ireland, themed "Building Communities" through promoting reading, has continued. Together, we co-curate reading lists for primary school children and have gifted numerous books to schools throughout Ireland, inspiring the next generation of home and community builders. We launched our newest "Building Communities" reading guide with a creative workshop led by illustrator Ashwin Chacko with the pupils of Divine Mercy Junior National School in October 2023.



84%

of employees surveyed feel good about the ways we contribute to the community

Placemaking and Communities *continued*
Case Study 🏡

Our Home Together Initiative



In 2023, our Home Together initiative reached a significant milestone, advancing to a stage where most community activities were driven by residents and tailored to the specific character and demographics of the participating developments.

The Home Together initiative, introduced in 2021, is a comprehensive three-year programme. Our initial pilot projects have now entered their third year, with the Home Together team transitioning from a hands-on role to an advisory and supportive one, empowering residents to steer future actions according to their own community requirements. Our Donnybrook Gardens, Whitethorn in Naas, and Graydon in Newcastle developments all entered year two, and Archers Wood embarked on their inaugural year.

Over 1,106 adults and children attended 21 activations and were involved in community connection estate wide projects and Home-2-Home micro actions, across 7 developments in 2023. Throughout the year noteworthy activities included yard sales, street feasts, outdoor cinema nights, coffee mornings, allotment planning and plotting, community library design workshops, cocktail demonstrations, and balcony planting workshops, in addition to festive events like

Halloween and Christmas socials. These activities not only foster community cohesion but also encourage sustainable practices and resource sharing.

An essential aspect of the Home Together initiative is continuous engagement with residents. They actively participate in surveys, both online and through door-to-door visits, conducted by the Home Together team and key community leaders. Co-creation presentations and workshops provide opportunities for residents to influence the direction of their developments. End-of-year surveys were conducted for participants from the first, second, and third years, yielding valuable feedback and insights.



Sustainable Communities



Over 1,106
adults and children attended

21
activations

Placemaking and Communities *continued*

Case Study

One of the programme's strengths lies in its ability to capture and share insights gathered from participating developments. The valuable lessons learned from third-year participants are being disseminated to other developments, promoting a culture of continuous improvement and knowledge exchange.

To ensure inclusivity and participation, the initiative also hosts online workshops and training sessions, which receive a high level of engagement and enthusiasm. These sessions equip residents with the knowledge and tools necessary to initiate change and take over community coordination themselves as the Home Together programme ends.

89%

of residents said their community feels more friendly because of the Home Together Initiative

85%

of residents believe their sense of belonging has increased since the Home Together Street Feast 2023 event

85%

of residents feel deeply invested in their neighbourhood and its development

HOME TOGETHER RESIDENT EXPERIENCES

“It’s wonderful how Cairn is really giving back to us with these events. I never heard of a developer doing anything of the sort. I have mentioned it to several friends, and they are amazed when I tell them about it. These gatherings are so fun, and we get the opportunity to meet new neighbours each time.”

RESIDENT, DONNYBROOK GARDENS

“I never knew it could be important, but there has been this unexpected gift of community.”

RESIDENT, GLENHERON ESTATE

“We all come from such different walks of life, and we don’t all necessarily live where we’ve grown up either so it’s harder to have that sense of community, so things like this encourage us to get to know each other more. You hope you grow old with these neighbours and develop friendships from it.”

RESIDENT, MARIAVILLA ESTATE



Our Wellbeing Offering

At Cairn, we are deeply committed to nurturing the wellbeing of our employees. We provide various supports that empower them to cultivate a healthy lifestyle and offer benefits that prioritise their personal wellbeing needs.



People



New Starter Orientations

Our New Starter Orientations returned in 2023 following a pause during the pandemic, and are hosted in person in our new central office. This helps our new starters understand each function within Cairn from the beginning of their employee journey and also enables them to meet colleagues who joined at similar times to them but whom they might not have met due to being based in different locations.

Cost of Living Supports

Following the dramatic increase in the cost of living in 2022, we have been observing the situation closely. To combat this challenging time, we rolled out several supports to our employees in 2023 to help them through the cost of living increases our economy has faced.

To begin with, we provided all employees with a €500 pre-paid credit card in January 2023 to relieve some of the pressures experienced due to high inflation and the cost of living crisis. After monitoring the increasing inflation during the first half of the year, Cairn provided a one-off 'Cost of Living' allowance of €3,500 through payroll, paid in three instalments between June and September 2023 for employees below senior management level. Finally, to assist with the added cost of the holiday season, we provided all employees with a second pre-paid credit card to the value of €500 in November 2023. This was in line with the increase in the maximum tax-free gift per year to €1,000 provided for by Budget 2023.

We have also continued to engage with The Wellness Crew to facilitate Financial Wellness webinars such as 'You & The Budget 2024' to ensure our people are confident when managing their finances.

Health and Wellness Allowance

To mark World Mental Health Day on October 10th, we held a Wellbeing breakfast in our Central Office and across all our sites for all employees. We also announced our new Health and Wellness Allowance benefit. Our employees can claim up to €200 for their Health and Wellness costs, thus allowing each employee to personalise their wellbeing plan.

Healthcare and Life Insurance

Cairn provides a health insurance benefit to all employees, which includes a family healthcare offering. We also provide a death in service benefit scheme for employees of 4 times their base salary.

Employee Assistance Program (EAP)

We changed our EAP provider at the beginning of 2023 to enhance our offering to our employees. Our new Health Hero EAP provides a wide range of benefits and services available 24 hours a day, 365 days a year to our employees and their family members including, Counselling Services, Parent Coaching, Career Coaching, Critical Incident Support, and a Specialist Information Service to help navigate financial and legal matters.

Wellness Resources

The Wellness Crew have facilitated quarterly workshops throughout 2023 on a wide variety of wellness topics such as: 'Breaking Bad Habits – 4 food habits to implement for better health' and 'Disconnect to reconnect'. Our monthly Irish Life Health and VHI Wellness newsletters contain podcasts, articles and videos that support every aspect of health and wellbeing.

Mental Health Programme for Staff and Senior Managers

In May 2023, ten Cairn employees attended a two-day Mental Health First Aid training session with Mental Health First Aid Ireland. They were equipped with the skills needed to assist someone who is struggling with their mental health. Mental Health First Aiders (MHFAs) play a significant role in supporting and facilitating mental health conversations at Cairn. There are now 38 trained MHFAs across all teams in Cairn. Our MHFAs meet monthly to check in and offer support to each other as well as share insights and knowledge.

To further our Mental Health agenda, we hosted a full day Mental Health workshop in September for our Senior Management team.

- **Module One** focused on general awareness, having supportive conversations and steering employees towards available resources
- **Module Two** centred on building coaching skills which can be applied to conversations on mental health and can be transferred to other areas of management responsibilities

By completing both workshops, these employees can apply to become an accredited Mental Health Coach within Cairn, and this is certified by the European Mentoring and Coaching Council (EMCC).

Cairn Celebrates Newsletter

We have relaunched our company wide Newsletter. Our monthly Cairn Celebrates newsletter contains project updates and personal milestones from across the business to help connect our workforce who are spread across Ireland.

Wellbeing continued

Employee Resource Groups

We aim to create a workplace where people flourish, love to work, and reach their full potential through our focus on Wellbeing.

Building an Employee Resource Group (ERG) program is a positive way for organisations to demonstrate their commitment to supporting their employees by dedicating company resources towards employee education, community building and social impact initiatives. Employee Resource Groups can help provide support for employees for both personal and professional development, they can strengthen business impact internally and externally, and promote commitments to a diverse workplace. Ultimately ERG's give employees their own voice and can help boost engagement across the workplace.

Our Wellbeing, Equality, Diversity, and Inclusion aims for 2023 were simple, we wanted to:

- Ensure everyone feels a sense of belonging at work
- Ensure equal treatment and representation across our business
- Attract diverse talent to the business, creating a welcoming and supportive workplace for all
- Look beyond our immediate environment, lead our industry, and inspire others.

With these aims in mind, we felt the time was right for Cairn to embark on a new journey and begin to build our ERG program. In August 2023, we launched our first Employee Resource Group, the "Families in Cairn" Network. We will establish our "Women in Cairn" Network in early 2024 to continue to grow this initiative.



Case Study

Families in Cairn



People

This ERG is designed for parents, caregivers, parents to be, and all interested employees at any stage of their career and family life, to help each other through workplace issues including Juggling obligations, Navigating their career path, Managing benefits, Taking leave, and Connection.

The Families in Cairn Network provides learning and development opportunities to its members, offers support from specialists such as Parent Coaches and other health professionals, and aims to develop a robust return-to-work program for new parents.

Our ambition is to empower working parents and caregivers so they feel supported while at work. We do this by providing resources and opportunities to excel in both their parenting/ caring and career journeys simultaneously, while fostering meaningful connections with colleagues along the way.

All employees are welcome to join this ERG, which provides a space to share parenting and caregiving experiences, learn from others, seek support and become an ally on the unique challenges working parents and caregivers face.

The Families in Cairn Network had their first get together in August where we invited an external Parent Coach to deliver a workshop on "Back to School". The feedback from this session was extremely positive, with many members gleaning new tips and tricks on how to make the back-to-school transition less challenging and more efficient.



We hosted a second session in December on "Screentime, Smartphones and Social Media". Now, more than ever, we are aware of the impact screens and social media are having on our children and young people. We felt this was an ideal topic for pre-Christmas and it led to an insightful conversation between attendees. Further positive feedback from this session resulted us in engaging this Parent Coach for a further two sessions to be hosted in early 2024.

Following our hugely successful Cairn Christmas Grotto in 2022, Santa returned in December 2023 to visit Cairn in person. Strengthening our commitment to family life, we invited all employees and their families into our central office for a children's Christmas party. It was wonderful to be able to enjoy the festivities with the people in our lives who make what we do matter.

"I really value the resources available to me – and my family. It's above and beyond what you would expect."

CAIRN EMPLOYEE

Equality, Diversity and Inclusion (EDI)

Equality, Diversity and Inclusion (EDI)

At Cairn we are committed to envisioning a brighter future and are taking steps to make it a reality. We believe that a diverse and inclusive team leads to greater success. By fostering a workplace that embraces diversity we are actively contributing to creating a more inclusive and diverse Ireland.

Investors in Diversity Silver Status

Following achieving our Investors in Diversity Silver Status in February 2023, we commenced our journey to understand our strengths and most importantly our areas for improvement. Our Leadership Team attended a workshop with the Irish Centre for Diversity where our results were outlined by pillar, and recommendations for future actions were presented.

We now have a firm foundation on which to further develop our approach to Diversity and Inclusion within Cairn and to continue our journey to ensuring we are an inclusive workplace. We have received and begun to explore our Action Plan and have developed a framework to help us plan our next steps, and work towards achieving Investors in Diversity Gold.

To enhance our reporting capabilities, we introduced a new people management system in 2023. A key feature of this system is its ability to capture our employee's diversity information. This will enable us to expand on our current disclosures and allow us to report more accurately on the organisation's diversity statistics.

This systems upgrade has also helped enhance our onboarding process for our new joiners and allows us to ensure all our employees are kept up to date with the introduction of new policies and any policy updates.



Partnership with Trinity Centre for People with Intellectual Disabilities

In March 2023, Cairn partnered with the Trinity Centre for People with Intellectual Disabilities (TCPID), working together to promote the inclusion of people with intellectual disabilities in education and society.

At Cairn we try to imagine a better tomorrow and start working towards it today. We believe that the more experience and personality we have on our team the better. By building a more diverse and inclusive workplace, we are closer to building a more diverse and inclusive Ireland.

Under this partnership Cairn welcomed a student on an eight-week work placement, allowing them to gain first-hand experience in a busy and fast paced environment. The partnership was so successful, it resulted in an employment opportunity for the student, and they are now an integral part of the Cairn team.



We continue to partner with Business in The Community Ireland (BITCI), the Irish Centre for Diversity (ICD) and Trinity Centre for People with Intellectual Disabilities (TCPID) to ensure we consistently encourage and support a diverse and inclusive work environment.

Our Strategy in Action

Gender Pay Gap



Cairn is committed to ensuring that we provide a fair and inclusive workplace. Gender equity is central to that commitment and to drive accountability we disclose our Gender Pay Gap (GPG) annually.

In 2023, the average hourly pay of men was 19.5% higher than for women in Cairn. The primary cause of this imbalance relates to the construction sector being largely male dominated. The majority of senior and technical roles are occupied by men, while a higher proportion of females tend to occupy roles within support services or customer facing teams.

Cairn has devised a robust strategy to tackle this gap, some of which we have already implemented during 2023, with the rest to follow in 2024.



2023:

- Targeted increase in the number of females participating on our TY Programme
- Tailored Job Specs to remove gender bias
- Gender balanced shortlists
- Increased flexibility for returning mothers
- Focused CPD offering to female employees for International Women's Day

2024:

- All initiatives rolled out in 2023 to continue
- Female talent mapping within the construction industry to support efforts to improve female representation in Cairn
- Prioritising female development pathways, supported by short-term incentive plan (STIP) metrics
- Focus on female specific feedback in engagement surveys

93%
of employees feel Cairn treat employees fairly regardless of their sexual orientation, gender, race or age



Equality, Diversity and Inclusion (EDI) *continued*



Embedding Diversity and Inclusion

In a collaborative industry like construction, diverse perspectives are essential. They spark innovation, bring fresh insights, and foster an engaged workforce. At Cairn, everyone contributes to cultivating an inclusive environment where individuals are encouraged to be themselves and are valued for their unique contributions.

Inclusivity is ingrained in our company culture and is promoted from the highest levels. Our focus on people, including our team, partners, customers, and the wider community, fosters mutual respect in our interactions. Equality, Diversity, and Inclusion (ED&I) are central to Cairn's priorities.

Our commitment to an inclusive culture is reflected in our quarterly ED&I forums, which are open to all Cairn employees, and are a platform for engagement, collaboration and deeper discussion. They are supported by our ED&I working group, which serves as a focus group. This allows for review of survey results, (including pulse and engagement surveys) and the creation of new initiatives influenced by feedback from the forum to further enhance Equality, Diversity, and Inclusivity throughout the business.

This framework allows employees to collaborate and implement initiatives that directly address our people's needs. Ultimately, the forum aims to enhance our awareness and deepen our understanding of Equality Diversity and Inclusion matters.

Case Study

Supporting Through Technology

Sustainable Communities

In 2023, our IT Team decided to utilise their expertise to collaborate with and support the next generation. This initiative involved partnering with Ballymun Trinity Comprehensive School, a DEIS school (Delivering Equality of Opportunity in Schools) in Dublin where resources are always limited, to support disadvantaged young people through mentoring and technology enablement.

The team believes that time and support are the most valuable resources that can be used to offer opportunities to those who need them most. Through their work with Ballymun Trinity Comprehensive School they have mobilised:

- Technology Strategy, Execution, Training, and Support
- Student Council and Mentoring program including Business Skills, Project Management, Team Building, Problem Solving and KPI Reporting
- TY Mentoring, Literacy and Coordinated Support programme.

The team have also been busy refurbishing laptops throughout the year, with these being donated to the school also. This aspect of the initiative was rolled out further with donations of refurbished laptops being made to Focus Ireland and to Maynooth Educate Together to support children with additional needs.



Learning and Development

Learning and Development

Building our early careers pipeline has become an increasingly important objective for Cairn. It is imperative that we attract and retain the best people to help fulfil our vision of building an Ireland where everyone can thrive. To achieve this, we are unwavering in our commitment to the future of the construction industry.

Cairn TY Program

Following on from the success of our inaugural Transition Year (TY) program in 2022, we facilitated three TY Programs during 2023, taking place in April, May, and November. Continuing our commitment to increase female representation in our industry, we again focused on attracting young women to the program, with the aim of encouraging more young women to consider a career in construction.

We are delighted to report that we had a total of fifteen female students and three male students participating across our 2023 TY programmes.

In 2023, we also partnered with “Inspiring the Future Ireland” (ITFI) to expose students to careers they may not have considered before. ITFI work to encourage and motivate young people to reach their full potential as they transition from school towards economic independence. ITFI aim to demonstrate a range of career possibilities to young people through positive career role models and mentors. We were delighted to collaborate with ITFI to have four females and one male from a DEIS school in Dublin join us on our TY program for a week in our central office and on site in The Quarter at Citywest.



Case Study

Partnership with TU Dublin



Construction



Continuing our investment in the future, Cairn has pledged to gift the sum of €250,000 in support of TU Dublin Foundation's “Transforming Tomorrow” campaign. This represents a 10 year commitment to support the foundation build their “Design + Construct Centre” at the Broombridge Campus.

The Design + Construct Centre is being developed as a centre of national and international significance to serve the Architecture, Engineering and Construction (AEC) sector. The centre will be the first of its kind in Ireland – a cutting edge facility providing a collaborative, multidisciplinary learning

resource for students across all levels and disciplines, from apprenticeship to doctoral research. It will also provide research facilities critical to the next generation of AEC graduates in technologies such as off-site and modular construction, near-zero energy building, and robotic construction.

Throughout 2023, Cairn have engaged in various workshops with TU Dublin on the design of their new facilities and providing feedback on their plans. TU Dublin tasked their architecture and architectural technology students to present how they imagine the transformation of the existing building in

Broombridge might take place to convert it into the new Design + Construct Centre. Submissions focused on questions of materials and techniques and the implications of how the building appears and performs, how the spaces feel, and how the environment impacts the users of the building. Three Cairn employees from different disciplines were invited to be panellists to give feedback on the student's remarkable work. We look forward to following the progress of the Transforming Tomorrow campaign and the opportunities it provides for our industry.



Learning and Development *continued*

Career Development

Graduate Prospects

Attending college career fairs to promote our Internship & Graduate programs to students, is vital to building on our early careers pipeline. We cannot underestimate the value our graduates bring to Cairn and how much their insight contributes to our goal of building sustainable communities.

When you embark on your Graduate journey with Cairn, you become an invaluable member of a dynamic team. Collaborating with a cohort of highly skilled, enthusiastic experts, Graduates can actively contribute to ground-breaking advancements in sustainability. In addition to the invaluable informal learning that transpires on the job, we have established a robust framework that encompasses comprehensive training, learning, and development initiatives.

Our commitment to providing opportunities to Graduates is evident in our strategy of linking our financing facility to our annual graduate hires.

Employee Growth

Our investment in learning and development at Cairn primarily revolves around growth in three pivotal areas: Professional, Technical, and Personal Development.

Professional Development

We encourage and support employees in seeking further education opportunities that enable them to upskill and acquire additional qualifications aligned with their chosen profession.

Technical Development

We provide unwavering support to employees in honing specific skills and capabilities that are relevant to their roles and functions. This can also entail active participation in forums such as Innovation, Engineering or Sustainability.

Personal Development

As part of our commitment to supporting and facilitating the continued development and education of our employees, we have enhanced our personal

effectiveness training by adding additional modules in 2023. New modules include Communicating with Impact, Effective Communication and Time Management training.

Leadership and Management Development

Cairn offers a diverse range of internal development programs including our Leaders Program, Manager Development Program, Mentoring Program, and Personal Impact & Effectiveness (PIE) Program. All our development programs are designed to nurture personal growth and enhance leadership skills.

To improve and develop our People Manager capability, we have facilitated several manager masterclasses, "Leading Teams – The Cairn Way", throughout 2023. These masterclasses aim to help our managers enhance their performance management skills through effective delegation, coaching and continuous feedback. They also provide opportunity for our people managers to practice their newly acquired skills through group roleplays. By bringing our people managers together in

this way, it enables them to support each other while also feeling supported on their development journey.

Career Progression

To ensure learning and development remain a priority, and is tailored to individual needs, we encourage all employees to incorporate learning and development objectives into their annual goals, and we support their career progression goals.

To reinforce this, we provide our management team with Individual Development Plan (IDP) templates, enabling them to offer enhanced support to recently promoted team members, or those seeking stretch assignments to facilitate their progression to management positions within the business.

81%

of employees feel they are developing professionally working at Cairn

95%

of our managers participated in our masterclass series

Case Study



Female Focused Learning and Development Offering for International Women's Day 2023



People

In celebration of International Women's Day 2023, we launched an initiative aimed at helping our female talent progress their careers and boost their personal development. We offered the entire female population of Cairn the opportunity to apply for two places on recommended Irish Management Institute (IMI) courses including:

- Advanced Negotiation Skills
- Taking the Lead (Women in Leadership)
- Women in Construction Programme
- Think on Your Feet
- Managing People

Due to the overwhelming response to this initiative and the quality of the applications received, we expanded the offering to include more of our talented female individuals. This resulted in seven female employees being supported through this initiative.

This offering was in addition to the standard further education bursary that is available to all Cairn employees.

89%

of employees feel they are offered training or development to further their careers



Learning and Development *continued*Our Strategy in Action

Apprenticeship Scheme



People



Construction

Cairn will develop the Cairn Apprenticeship Scheme in which the business will invest €10 million over the next five years. The Apprenticeship Scheme will help to enhance the long-term health and viability of the construction sector in Ireland, by ensuring future pipelines of staff and addressing the significant skill shortage in the industry.

Increasing the number of construction apprentices across the residential sector, has been identified by Government as an important component of delivering its Housing for All strategy. As an industry leader, Cairn is committed to working with the Government to tackle the challenges currently being experienced in housing supply.

The Apprenticeship Scheme will involve a multi-faceted approach to the challenges underpinning the skill shortage through implementing initiatives at both a macro level for apprentices across Ireland through educational programmes and promotion of apprenticeships as a viable career path, and at a more local level working with our existing supply chain and apprentices on our schemes.

The Apprenticeship Scheme will provide a suite of supports to incentivise new entrants into the construction industry, whether they are school leavers, or workers who would like to re-skill and enter a career in construction. These supports will also be open to existing apprentices who are currently working with a Cairn subcontractor to support their learning and development.

The Apprenticeship Scheme will deliver a range of tutoring and educational programmes and provide targeted financial supports to enable apprentices to embark on their construction careers. Cairn will explore learning opportunities to support on-site training, potentially through the creation of “learning zones”.

Critically, Cairn will engage with schools and other education institutions to increase participation and highlight the exciting opportunities on offer in a construction career.

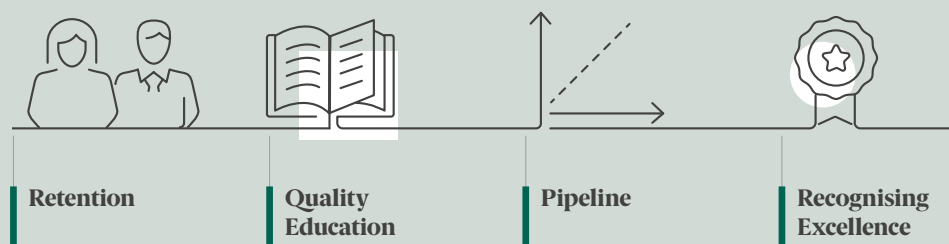
“The decision to establish the Cairn Apprenticeship Scheme is an important new strategic initiative for the company. Working closely with our supply chain partners and education providers we want to encourage and financially support new apprenticeships. We believe this initiative will attract many new entrants to construction, leading to long and rewarding careers.”

JULIE SINNAMON
NON-EXECUTIVE DIRECTOR, CAIRN

“Increasing the number of apprenticeships is key to tackling the skills shortage we have in our country especially in the Construction sector. These apprenticeships will prove to be viable career paths for so many of our young people and will be worthy investment for our future.”

SIMON HARRIS TD
MINISTER FOR FURTHER &
HIGHER EDUCATION, RESEARCH,
INNOVATION & SCIENCE

Apprenticeship Academy Framework



Retention

Retaining apprentices throughout the 4-year apprenticeship cycle can be a struggle for Cairn's subcontractor base. Cairn aims to increase retention of apprentices throughout the apprenticeship lifecycle and beyond, targeting monetary and other relevant supports for both our supply chain partners and their apprentices to increase tenure and levels of supply chain engagement.

Quality Education

Currently, there are limitations to the quality and breadth of learning and development (L&D) for apprentices, both on the job and in structured learning components, which impacts the level of both technical and non-technical skills attained. Cairn aims to increase the quality of the apprenticeship experience through L&D supports for our existing supply chain apprentices throughout the apprenticeship lifecycle, whether they are learning on the job or as part of structured learnings.

Pipeline and Gateway

Apprenticeships are not always promoted as a viable career path. There can be a lack of appreciation of the long term financial and development gains to be sought by entering a trade apprenticeship, resulting in low uptake rates. Cairn aims to create a “pipeline” network, with an extended reach to promote apprenticeships as a viable, professional and sustainable career path, to attract new entrants into the industry and help sustain the construction workforce.

Recognising Excellence

Cairn aims to continually drive excellence in quality construction. Throughout the Apprenticeship Scheme, Cairn will recognise, invest in, and reward high performance in quality, innovation, and productivity.

Disclosures and Policies



IN THIS SECTION

- 40 SASB Standards Index
- 45 Additional Indicators
- 46 GRI Index
- 55 Our Policies

Disclosures

Our current disclosures are aligned to the standards and definitions set out by the IFRS SASB Standards and the Global Reporting Initiative (GRI). We also report in line with Ireland's Gender Pay Gap Information Act 2021. Our full disclosure in line with the Task Force on Climate Related Financial Disclosures (TCFD), can be found on pages 20-24. We are currently preparing to align our reporting with the Corporate Sustainability Reporting Directive (CSRD) under which we will report from FY2025.

SASB Standards Index

The activity metrics are reported as of the last day of the fiscal year, as per SASB¹ guidelines.

Topic	SASB Criteria	Code	2023 Disclosure
Activity Metrics	Number of Controlled lots	IF-HB-000.A	16,336
	Number of Homes delivered	IF-HB-000.B	1,741
	Number of Active selling Communities	IF-HB-000.C	There were new homes sales at 20 developments in 2023.
Land use & Ecological impacts	Number of (1) lots and (2) homes delivered on redevelopment sites	IF-HB-160a.1	Cairn had 3,565 lots contractually available on redevelopment sites as at the end of 2023 (c.22% of our total landbank). The total number of lots available is an estimate based on the expected future development potential of the landbank. In 2023, 87 (5%) of the 1,741 homes sold were on redevelopment sites
	Number of (1) lots and (2) homes delivered in regions with High or Extremely High Baseline Water Stress	IF-HB-160a.2	No lots or homes were delivered in regions with High to Extremely High Baseline Water Stress
	Total amount of monetary losses as a result of legal proceedings associated with environmental regulations	IF-HB-160a.3	No losses were recorded (unchanged from 2022)

¹ Standard for Homebuilders, Version 2023-12, December 2023

SASB Standards Index *continued*

Topic	SASB Criteria	Code	2023 Disclosure
Land use & Ecological impacts (continued)	Discussion of process to integrate environmental considerations into site selection, site design, and site development and construction	IF-HB-160a.4	Site Selection Prior to acquisition all candidate sites are subject to a rigorous due diligence process which includes scoping of environmental and ecological sensitivities and constraints. The process is led by our multi-disciplinary Planning Team with additional support from our Environmental Health and Safety team. We obtain additional expert scientific and engineering input on environmental issues that arise. As part of this process all candidate sites are assessed under a number of environmental and sustainability criteria such as proximity to public transport networks; access to schools, childcare and community facilities; greenfield or brownfield condition; known contamination; flood risk; and other environmental impacts. Site Design At the commencement of site design all projects are scoped out for Environmental Impacts. This process is led by our in-house Planning Team with assistance from Planning and Environmental Consultants. This establishes whether a full Environmental Impact Assessment (EIAR) is required or a series of focused impact assessments on key issues. The Impact Assessment is fully integrated with the design process and our baseline studies and early impact assessment feed back into the developed design. The EIAR is coordinated by the Planning Consultants who attend all design team meetings to ensure full coordination and consideration of all issues. Once the planning application for a project is submitted, the Cairn Environmental Team review all applicable environmental planning compliance documents. This includes the Environmental Impact Assessment Report, Construction Environmental Management Plan (CEMP), Bat Report, Appropriate Assessments, Ecological Impact Assessment, and others as appropriate. Once all environmental planning compliance documents are reviewed, the Cairn Environmental Team engage with the site project manager to ensure all environmental mitigation measures are addressed at the earliest stages of a project and monitored on an ongoing basis. Site Development and Construction Site-specific CEMP and a waste management plan are drafted by the Cairn Environmental Team for all sites and these address all environmental risk associated with that site. The CEMP will outline the environmental risks and detail best practice environmental management which will enable the site to proceed while limiting its environmental impact. The waste management plan summarises how waste will be managed, stating the responsibilities within the site team, and includes estimates of expected waste, and reusability of soil under Article 27 of the European Communities (Waste Directive) Regulations 2011. The CEMP provides both the site team and Cairn Environmental Team a platform to work from and ensures all environmental risks are managed and reduced. All environmental concerns raised by the public and/or any third-party regulatory body will be dealt with in a timely manner and addressed immediately throughout the construction phase of a project. Any environmental Planning Condition issued by the Local Authority will be addressed prior to works commencing. Cairn Homes will engage with third party environmental consultants to ensure compliance with a sites environmental planning conditions. All necessary environmental monitoring will be adhered to with all consultant reports saved and recorded for future reference.

SASB Standards Index *continued*

Topic	SASB Criteria	Code	2023 Disclosure
Workforce Health and Safety	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	IF-HB-320a.1	1) TRIR = 0.63 2) There were no fatalities in 2023 nor were there any fatalities in previous years. 2023 Health and Safety Incidents are as follows: Direct employees: 12 work related health and safety incidents were recorded in 2023, of which 10 were first aid treated and 2 were reported to the Health and Safety Authority of Ireland in line with our statutory obligations. Contractor incidents on our sites: 155 work related health and safety incidents recorded in 2023, of which 101 were first aid treated, 27 counted as accidents and 27 were reported to the Health and Safety Authority of Ireland in line with our statutory obligations. Total: 167 incidents of which 111 were categorised as first aid, 27 counted as accidents and 29 were reported to the Health and Safety Authority of Ireland in line with our statutory obligations.

SASB Standards Index *continued*

Topic	SASB Criteria	Code	2023 Disclosure
Design for Resource Efficiency	(1) Number of homes that obtained a certified residential energy efficiency rating and (2) average rating	IF-HB-410a.1	In Ireland, all homes are subject to our Building Energy ratings (BER) assessment. BER ratings range from A1 most efficient to G least efficient. (1) All our homes sold in 2023 are BER rated. (2) A rating is our average with 93% of our homes rated A2 and 7% rated A3.
	Percentage of installed water fixtures certified to a water efficiency standard	IF-HB-410a.2	We ensure that all of our homes are fitted with water fixtures that aim to minimise the amount of water used by the homeowner, and their performance is rated by the DEAP software used in the BER assessments (see above).
	Number of homes delivered certified to a third-party multi-attribute green building standard	IF-HB-410a.3	To date, we certify our homes to the Building Energy Rating (BER) standard and all of our homes are A rated. Additionally, our homes are NZEB compliant and meet strict energy use and resource efficiency standards. During 2022 we began assessing homes on new sites in line with the Home Performance Index (HPI), a multi-attribute green building certification explicitly designed for homes that are available in Ireland, and which is designed to guide alignment with the EU Taxonomy for Sustainable Activities. This practice is now standard for all new site activations.
	Description of risks and opportunities related to incorporating resource efficiency into home design, and how benefits are communicated to customers	IF-HB-410a.4	Ireland has one of the most rigorous energy standards for new homes in Europe, and we design our homes to meet or exceed these standards, as well as other efficiency standards defined by planning authorities and government, as well as EU regulation. Homebuyers are increasingly demanding greater resource efficiency, driven by climate-related concerns, rising energy costs, sustainability demands and lender preferences. This creates a dynamic landscape for home design which can give rise to increasing development costs and, where expectations are not met, adverse impacts on the value of the homes we build. This gives rise to a variety of development, financial and compliance risks, as well as opportunities. As part of Cairn's sustainability commitments, we constantly seek new ways to improve the resource efficiency of the homes we build. This ensures we remain at the forefront of sustainable home design, so meeting the demands of our target market. This means developing homes that use more sustainable building materials, always meeting a Building Energy Rating of A or above and researching new materials to pilot through our dedicated Innovation Forum (formerly our Employee Innovation Forum) which is tasked with reviewing and improving current ways of working as well as testing modern methods of construction, ensuring that the risks and opportunities of new technologies and ways of working are managed and that we remain at the forefront of sustainable innovations in construction. The building energy rating of the homes we build is one of the core benefits to our home buyers and is communicated through all marketing materials for our developments. Our Annual and Sustainability reports are available to the public such that key information is available to all interested stakeholders. Additionally, our corporate social media accounts are used to communicate with a broad range of stakeholders on innovation and change at Cairn.

SASB Standards Index *continued*

Topic	SASB Criteria	Code	2023 Disclosure
Community Impacts of New Developments	Description of how proximity and access to infrastructure, services, and economic centres affect site selection and development decisions	IF-HB-410b.1	Proximity to services and public transport is a central tenet of our sustainable development model and is a strategic consideration in site selection. Prior to acquisition all candidate sites are subject to a rigorous due diligence process which includes scoping of environmental and ecological sensitivities and constraints. The process is led by our multi-disciplinary Planning Team with additional support from our Environmental Health and Safety team. We obtain additional expert scientific and engineering input on environmental issues that arise. Our Corporate Development Team evaluate the local amenities and transport links available to our prospective customers. As part of this process all candidate sites are assessed under a number of criteria including proximity to public transport networks; access to schools, childcare and community facilities; greenfield or brownfield condition; known contamination; and other environmental impacts. We build quality homes in great locations; in practice this means that we build close to existing public transport nodes and urban centres. A map showing the locations of our developments is available on page Page 9 of our 2023 Annual Report, demonstrating our strategic commitment to this priority. 100% of all active developments are within 1km of a public transport node and many are connected to road and rail as well as sustainable transport options such as cycleways. We provided 9.42ha of new public parks and green infrastructure in 2023 contributing to the 100ha of open space provided since the company was founded.
	Number of (1) lots and (2) homes delivered on infill sites	IF-HB-410b.2	1) Cairn had 2,298 lots contractually available on infill sites as at the end of 2023 (c.14% of our total landbank). The total number of lots available is an estimate based on the expected future development potential of the landbank. 2) In 2023, 87 (5%) of the 1,741 homes sold were on infill sites.
	(1) Number of homes delivered in compact developments and (2) average density	IF-HB-410b.3	1) Cairn had c.16,300 lots contractually available on compact developments as at the end of 2023. The total number of lots available is an estimate based on the expected future development potential of the landbank. In 2023, 1,741 (100%) of homes sold were on compact developments. 2) The average density for Cairn developments planned in 2023 is: • Future Sites (planned for development but not commenced in the reporting period): 89 units per Hectare • Active Sites (where construction is under way): 63 units per Hectare • Sales Sites (where construction is complete and sales are ongoing): 51 units per Hectare
Climate Change Adaptation	Number of lots located in 100-year flood zones	IF-HB-420a.1	None of our homes are within flood zones. Where part of a site is within a potential flood zone this area is incorporated in the open space design to ensure no risk to property. 100% of our developments incorporate Sustainable Urban Drainage systems designed to accommodate 1 in 100 year flood events.
	Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	IF-HB-420a.2	Climate change risk is considered on the basis of risks associated with the transition to a net zero economy, and physical risks affecting construction activity and developments. When considering climate change risks, we seek to identify and consider all material existing and emerging factors relevant to the business' core activities, including policy risk, brand risk, economic risks, development risks, and compliance risks. Risks are assessed for likelihood and materiality based on a range of financial and non-financial factors. All risks (other than low risks), are managed and alleviated unless they are accepted by the business, with high risks being tolerable only with the approval of the Board, and extreme risks not being tolerated in any circumstances. In line with our risk management framework, decisions on how risks are to be managed are determined on a case-by-case basis, informed by a range of factors that are considered in the context of the specific risk and its wider business impact. Please see our TCFD disclosures on pages 20 to 24 for further information.

Additional Indicators

Topic	Definition/Criteria	Framework	2023 Results and progress compared to 2022
ADDITIONAL INDICATORS			
	Gender Pay Gap	GPG Information Act 2021	Our mean gender pay gap is 19.5%. Our median gender pay gap is 23.5%. Please see page 34 for more information. We report our Gender Pay Gap in line with Irish legislation and a full report detailing our pay gap, and the actions we are taking to close it.
	Number of graduates / apprentices / trainees enrolled in reporting year	Industry	13 Interns and 9 Graduates hired this year
	Percentage of sites with biodiversity impact assessments in place	Industry	100% of our developments meet this standard

GRI Index

Disclosure Title and Description	Disclosure Number	Performance and Disclosures				
GENERAL DISCLOSURES						
GRI 2: GENERAL DISCLOSURES						
THE ORGANISATION & ITS REPORTING PRACTICES						
Organisational Details	2-1	Cairn Homes PLC, 45 Mespil Road, Dublin 4, Ireland, D04 W2F1 Cairn operates only in Ireland				
Entities included in the organisation's sustainability reporting	2-2	Entities within the Group				
		Group Company	Principal Activity	Company's Holding		
				Direct	Indirect	
		Cairn Homes Holdings Limited	Holding company	100%	–	
		Cairn Homes Properties Limited	Holding of property	–	100%	
		Cairn Homes Construction Limited	Construction company	–	100%	
		Cairn Homes Butterly Limited	No activity in period	100%	–	
		Cairn Homes Galway Limited	Holding of property	100%	–	
		Cairn Homes Killiney Limited	Holding of property	100%	–	
		Cairn Homes Finance Designated Activity Company	Financing Activities	100%	–	
		Cairn Homes Montrose Limited	Holding of property	100%	–	
		Balgriffin Investment No.2 HoldCo Designated Activity Company	Holding company	100%	–	
		Cairn Homes Property Holdco Limited	Holding company	–	100%	
		Cairn Homes Property Holding Three Limited	No activity in period	–	100%	
		Cairn Homes Property Holding Four Limited	No activity in period	–	100%	
		Cairn Homes Property Holding Eight Limited	No activity in period	–	100%	
		Balgriffin Investment No.2 Designated Activity Company	No activity in period	–	100%	
				Joint Ventures		
Clonburris Infrastructure Limited	Construction company	–	80.57%			
Reporting Period, frequency & contact point	2-3	Our reporting period is the calendar year for 2023 and this aligns to our financial reporting period. Our preliminary financial results were published on 29 February 2024 and the Annual Report with full year financial results was published on 21 March 2024.				
Restatements of information	2-4	To ensure we report accurately and transparently, we are continuously developing and improving our processes for non-financial data collection and reporting. Following improvements made during 2023 in both areas, and at the recommendation of our external advisors who assist us in the data collection and reporting landscape, we are restating our 2022 disclosures made under GRI 305-3 and 305-4 to ensure we continue to follow best practice and guidance.				
External assurance	2-5	We have undertaken assurance readiness assessments in 2021, 2022 and 2023, developing the appropriate processes for a small number of metrics. The results guide our approach to data gathering, verification and testing. We will begin seeking limited assurance from 2025 when all of our systems have been upgraded to meet the requirements set out in the readiness assessments.				

GRI Index *continued*

Disclosure Title and Description	Disclosure Number	Performance and Disclosures									
ACTIVITIES & WORKERS											
Activities, value chain and other business relationships	2-6	Cairn is an Irish homebuilder. Our activities primarily comprise the building of houses, duplexes, and apartments. Commercial buildings and infrastructure comprise a smaller share of our activities for example where a childcare facility, supermarket or new bridge would be built in support of a housing development. Cairn operates only in Ireland, predominantly in the greater Dublin area.									
Employees	2-7	Diversity by Gender and Age									
			2023				2022				
			All	0-30	30-50	50+		All	0-30	30-50	50+
		All	341	56	237	48	303.5	59	204	42	
		Female	87	13	69	5	80	16	62	3	
		Male	254	43	169	43	224	43	142	39	
			2023				2022				
			All	0-30	30-50	50+		All	0-30	30-50	50+
All	100%	16%	70%	14%	100%	19%	67%	14%			
Female	25%	23%	29%	10%	26%	26%	30%	7%			
Male	75%	77%	71%	90%	74%	74%	70%	93%			
Workers who are not employees	2-8	This data is not collected centrally at present. We have 341 direct employees, typically, we also have c.100 employees who are who are contracted to work for Cairn and are under our direct supervision. This quantum can vary depending on the stage of development, time of year, and other factors. There are typically an additional c.1,800 employees who are not part of our day to day supervision but who are working on our sites on any given day. This supports 4,000 jobs in total.									
GOVERNANCE											
Governance structure & composition	2-9	Please see page 10									
Nomination and selection of the highest governance body	2-10	Please see the Cairn Homes PLC 2023 Annual Report, published on 21 March 2024.									
Chair of the highest governance body	2-11	Chairman of the Board, John Reynolds									
Delegation of responsibility for managing impacts	2-13	Please see page 20									
Role of the highest governance body in sustainability reporting	2-14	Please see page 20									
Conflicts of Interest	2-15	Please see the Cairn Homes PLC 2023 Annual Report, published on 21 March 2024 and the Conflicts of Interest Policy .									
Communication of critical concerns	2-16	Please see the Cairn Homes PLC 2023 Annual Report, published on 21 March 2024 and the Confidential Reporting Policy .									

GRI Index *continued*

Disclosure Title and Description	Disclosure Number	Performance and Disclosures
GENERAL DISCLOSURES CONTINUED		
GOVERNANCE CONTINUED		
Collective knowledge of the highest governance body	2-17	Please see page 20
Remuneration policies	2-19	Please see the Cairn Homes PLC 2023 Annual Report, published on 21 March 2024.
Process to determine remuneration	2-20	Please see the Cairn Homes PLC 2023 Annual Report, published on 21 March 2024.
Annual total compensation ratio	2-21	Please see the Cairn Homes PLC 2023 Annual Report, published on 21 March 2024.
STRATEGY, POLICIES AND PRACTICES		
Statement on sustainable development strategy	2-22	Please see pages 10 & 11
Compliance with laws and regulations	2-27	There were no significant instances of non-compliance to report in the period. Significant instances would include those where legal action is taken, and would not include simple fines for minor breaches.
STAKEHOLDER ENGAGEMENT		
Approach to stakeholder engagement	2-29	Please see the Cairn Homes PLC 2023 Annual Report, published on 21 March 2024.
MATERIAL TOPICS		
GRI 3: MATERIAL TOPICS		
Process to determining material topics	3-1	Please see page 12 of the Cairn Homes PLC 2022 Sustainability Report
List of material topics	3-2	Please see page 14 of the Cairn Homes PLC 2022 Sustainability Report
Management of material topics	3-3	Please see page 14 of the Cairn Homes PLC 2022 Sustainability Report
GRI 201: ECONOMIC PERFORMANCE		
Financial implications and other risks and opportunities due to climate change	201-2	Please see pages 20-24 where our TCFD disclosures are set out
Financial assistance received from the government	201-4	The group did not avail of any subsidies or tax credits during the period and has not done so since the company was founded in 2015.
GRI 205: ANTI CORRUPTION		
Operations assessed for risks related to corruption	205-1	Please see the Cairn Homes PLC 2023 Annual Report, published on 21 March 2024, and the Company's Anti-Bribery & Corruption Policy .
GRI 206: ANTI-COMPETITIVE BEHAVIOUR		
Legal actions for anti-competitive behaviours, anti trust, and monopoly practices	206-1	There were no legal actions relating to anti-competitive behaviour and violations of anti-trust and monopoly legislation.

GRI Index *continued*

Disclosure Title and Description	Disclosure Number	Performance and Disclosures
MATERIAL TOPICS CONTINUED		
GRI 302: ENERGY		
Topic management	3-3	Please see our Climate Action Policy
Energy consumption within the organisation	302-1	13,050,001 is the total absolute kWh for FY2023 including gas, electricity, diesel and petrol purchased by Cairn. (2022: 10,647,906 total absolute kWh)
Energy intensity ratio for the organisation	302-3	13,050,001 is the total absolute kWh for FY2023 including gas, electricity, diesel and petrol purchased by Cairn. The intensity value reflects kWh per home sold in FY2023 of 7,496 kWh per completion (there were 1,741 homes sold in the year) ¹ . The number of sqm sold was 162,451 so our intensity = 80.33 kWh per sqm sold in FY2023.
Reduction of energy consumption	302-4	Although the total quantum of energy purchased has increased from 10,647,906 kWh in 2022 to 13,050,001 kWh in 2023, we have increased the share of renewable energy sources, thereby reducing total emissions from that energy use.
GRI 303: WATER AND EFFLUENTS		
Topic management	3-3	Please see our Environmental Policy
Interactions with water as a shared resource	303-1	Cairn's main use of water is in the construction phase for dust suppression and for module cleaning in the operations phase of our projects. Various water sources are used in different locations including groundwater and potable water from municipal water networks.
Management of water discharge-related impacts	303-2	Cairn liaises with all relevant authorities where any water discharge from sites is required. All licencing requirements are incorporated into the planning of specified sites. Cairn also liaises with the water services provider to ensure that all water discharges are compliant with their requirements. All by-products are assessed and based on this mitigation requirements will vary for example, surface water discharge is managed through the use of silt tanks.
Water withdrawal	303-3	This data is not available
Water discharge	303-4	This data is not available
Water consumption	303-5	This data is not available in a consolidated format as yet – we expect to commence reporting consumption in 2025
GRI 304: BIODIVERSITY		
Topic management	3-3	Please see pages 18-19 and our Biodiversity Policy
Habitats protected or restored	304-3	Please see pages 18-19
GRI 305: GHG EMISSIONS		
Topic management	3-3	Please see our Climate Action Policy
Gross direct (Scope 1) GHG emissions	305-1	793 tCO ₂ e (2022; 1,777 2021: 1,522 2020: 1,741)
Gross location & market-based energy indirect (Scope 2) GHG emissions	305-2	241 tCO ₂ e (2022; 299 2021: 695 2020: 626)
Other indirect (Scope 3) GHG emissions by category (including embodied carbon)	305-3	259,137 tCO ₂ e (2022: 237,132 2021: 177,138 2020: 130,235 2019: 217,711) 1.60 tCO ₂ e per sqm (2022: 1.59 2021: 1.49 2020: 1.54 2019: 1.73).
GHG Emissions Intensity	305-4	260,171 is the total emissions tCO ₂ e for FY23 for Scope 1, Scope 2 and Scope 3. The intensity value reflects tCO ₂ e per home sold in FY2023 of 149 tCO ₂ e per completion (there were 1,741 homes sold in the year). The number of sqm sold was 162,451 so our intensity = 1.60 tCO ₂ e per sqm sold in FY2023.

¹ It is important to note that these intensity values do not reflect the energy in use of a Cairn-built home, rather it is a means of assessing the energy used by Cairn over 12 months for a given level of output. This allows like-for-like comparisons to be made year on year as we scale the business and increase output.

GRI Index *continued*

Disclosure Title and Description	Disclosure Number	Performance and Disclosures																																																																																																																																				
GRI 306: EFFLUENTS AND WASTE																																																																																																																																						
Topic Management	3-3	Please see our Environmental Policy																																																																																																																																				
Total weight of waste generated including breakdown by disposal route	306-3, 306-4	12,207 tonnes of general waste was generated in 2023 (12,810 tonnes in 2022) 3.6%, 443 tonnes was sent to landfill (3.9% or 495 tonnes in 2022) 96.4% was either recycled or recovered (96% in 2022) Of which 1,869 tonnes were recycled (1,096 tonnes in 2022) and 9,895 tonnes were recovered (11,219 tonnes in 2022)																																																																																																																																				
GRI 307: ENVIRONMENTAL COMPLIANCE																																																																																																																																						
Topic management	3-3	Please see pages 14-19																																																																																																																																				
Environmental non-compliance	307-1	There were no significant instances of non-compliance to report in the period. Significant instances would include those where legal action is taken, and would not include simple fines for minor breaches.																																																																																																																																				
GRI 401: EMPLOYMENT																																																																																																																																						
Topic management	3-3	Please see page 32																																																																																																																																				
New Employee Hires and employee turnover	401-1	The employee turnover for the period was 80 employees or 23% of our average headcount for the year. <table><tr><td rowspan="2">Turnover by Gender and Age</td><td colspan="4">2023</td><td colspan="4">2022</td></tr><tr><td>All</td><td>0-30</td><td>30-50</td><td>50+</td><td>All</td><td>0-30</td><td>30-50</td><td>50+</td></tr><tr><td>All</td><td>23%</td><td>58%</td><td>16%</td><td>19%</td><td>22%</td><td>57%</td><td>16%</td><td>24%</td></tr><tr><td>Female</td><td>27%</td><td>38%</td><td>22%</td><td>60%</td><td>29%</td><td>65%</td><td>21%</td><td>0%</td></tr><tr><td>Male</td><td>22%</td><td>64%</td><td>14%</td><td>14%</td><td>20%</td><td>37%</td><td>13%</td><td>26%</td></tr></table> Hiring by Gender and Age <table><tr><td rowspan="2"></td><td colspan="4">2023</td><td colspan="4">2022</td></tr><tr><td>All</td><td>0-30</td><td>30-50</td><td>50+</td><td>All</td><td>0-30</td><td>30-50</td><td>50+</td></tr><tr><td>All</td><td>93</td><td>35</td><td>49</td><td>9</td><td>139</td><td>53</td><td>73</td><td>13</td></tr><tr><td>Female</td><td>22</td><td>5</td><td>14</td><td>3</td><td>39</td><td>15</td><td>22</td><td>2</td></tr><tr><td>Male</td><td>71</td><td>30</td><td>35</td><td>6</td><td>100</td><td>38</td><td>51</td><td>11</td></tr></table> <table><tr><td rowspan="2"></td><td colspan="4">2023</td><td colspan="4">2022</td></tr><tr><td>All</td><td>0-30</td><td>30-50</td><td>50+</td><td>All</td><td>0-30</td><td>30-50</td><td>50+</td></tr><tr><td>All</td><td>100%</td><td>38%</td><td>53%</td><td>10%</td><td>100%</td><td>38%</td><td>53%</td><td>9%</td></tr><tr><td>Female</td><td>24%</td><td>14%</td><td>29%</td><td>33%</td><td>28%</td><td>28%</td><td>30%</td><td>15%</td></tr><tr><td>Male</td><td>76%</td><td>86%</td><td>71%</td><td>67%</td><td>72%</td><td>72%</td><td>70%</td><td>85%</td></tr></table>	Turnover by Gender and Age	2023				2022				All	0-30	30-50	50+	All	0-30	30-50	50+	All	23%	58%	16%	19%	22%	57%	16%	24%	Female	27%	38%	22%	60%	29%	65%	21%	0%	Male	22%	64%	14%	14%	20%	37%	13%	26%		2023				2022				All	0-30	30-50	50+	All	0-30	30-50	50+	All	93	35	49	9	139	53	73	13	Female	22	5	14	3	39	15	22	2	Male	71	30	35	6	100	38	51	11		2023				2022				All	0-30	30-50	50+	All	0-30	30-50	50+	All	100%	38%	53%	10%	100%	38%	53%	9%	Female	24%	14%	29%	33%	28%	28%	30%	15%	Male	76%	86%	71%	67%	72%	72%	70%	85%
Turnover by Gender and Age	2023				2022																																																																																																																																	
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Male	76%	86%	71%	67%	72%	72%	70%	85%																																																																																																																														
Benefits provided to full-time employees that are not provided to temporary or part time employees	401-2	Benefits including life insurance, health care, and parental leave are available to all employees. Pension coverage is available to all employees, however no employer contributions are paid to Fixed Term Contract employees. Cairn has one significant location of operation; Ireland.																																																																																																																																				

GRI Index *continued*

Disclosure Title and Description

Disclosure Number

Performance and Disclosures

GRI 401: EMPLOYMENT CONTINUED

Parental Leave

401-3

Parents in Ireland are entitled to both Parental leave and Parents' leave, two categories of unpaid leave protected under legislation.

Parental leave consists of an entitlement to 26 weeks of unpaid leave available to be used until a child turns 12 while Parents' leave comprises 7 weeks and is available until the child turns 2. Parental leave is fully unpaid, Parents Leave is paid by the Government department for social protection.

Separately, parents are entitled to either Maternity or Paternity leave following the birth of a child of 26 weeks ordinary and an additional 16 weeks unpaid Maternity leave and 2 weeks Paternity leave respectively, again this is protected under legislation.

At Cairn, we offer the mandatory Parental and Parents' leave entitlements along with enhanced Maternity and Paternity benefits: employees can access 26 weeks of paid maternity leave and 2 weeks of paid paternity leave. This leave is available only to full time permanent employees.

The number of employees entitled to such leave can only be estimated by those who self-report becoming parents or being parents of older children.

There may be employees who are parents but who have not made this known to Cairn despite the range of benefits on offer. 6 Females and 12 Males were entitled to some form of Parental Leave as described above in 2023.

Parental Leave Tables

Leave Type	Employees that took Leave		Employees that returned to work		Return Rate 2023	
	Male	Female	Male	Female	Male	Female
Maternity	0	5	0	4		80%
Paternity	9	0	9	0	100%	
Parental	1	2	1	2	100%	100%
Parents	3	4	3	3	100%	75%
Retention Rates, all parental leave types	Male	Female				
Returned from leave in 2022	20	4				
Remained employed 12 months later	18	2				
Retention Rate	90%	50%				

GRI Index *continued*

Disclosure Title and Description	Disclosure Number	Performance and Disclosures
GRI 403: OCCUPATIONAL HEALTH AND SAFETY		
Topic management	3-3	Please see page 26-27
Occupational health and safety	403-1	In compliance with current and new legislation and regulatory requirements, we currently work to an "A" rating Safe-T-Cert accreditation. This management system and structure enables us to manage all interactions from pre-construction to turn key product completion. Our safety management system is aligned to ISO 45001 and we achieved ISO certification in 2023 following completion of Stage 1 and Stage 2 audits which were performed without any non-conformances. Our Health and Safety policy and systems enable us to manage and coordinate all aspects of safety, health and welfare of all personnel (both direct staff and sub-contractors). Our structure allows us to engage with all personnel, provide training and supervision and collaborate with all contractor principles to review and streamline the safety culture across the business. We ensure that consultation takes place between management, employees, contractors and others on all health and safety related matters and employees are encouraged to notify management of identified hazards in the workplace. All employees have the responsibility to co-operate with supervisors and management to achieve a healthy and safe work place and to take reasonable care of themselves and others. We are committed to the following policy objectives to ensure: • Continuous improvement in the safe systems of work adapted through all aspects of the organisation. • Continuous improvement and development of the Safety Culture within the company. • Continuous development of employees through CPD training. • Continuous communication of workplace hazards and information across all sites and departments. • Continuous review and provision of information to contractors through site meetings safety bulletins.
Worker training on occupational health and safety	403-5	Please see page 26-27
Prevention and mitigation of occupational health and safety impact	403-7	Please see page 26-27, as well as our Health and Safety Policy
Work-related injuries	403-9	Despite increasing our unit delivery by 115% from 804 in 2018 to 1741 homes in 2023, first aid and accident events across our sites have declined: from 241 in 2018 to 167 in 2023. There were no fatalities in 2023 nor were there any fatalities in previous years. 2023 Health and Safety Incidents are as follows: Direct employees: 12 work related health and safety incidents were recorded in 2023, of which 10 were first aid treated, and 2 were reported to the Health and Safety Authority of Ireland in line with our statutory obligations. Contractor incidents on our sites: 155 work related health and safety incidents recorded in 2023, of which 101 were first aid treated, 27 counted as accidents and 27 were reported to the Health and Safety Authority of Ireland in line with our statutory obligations. Total: 167 of which 111 were categorised as first aid, 27 counted as accidents and 29 were reported to the Health and Safety Authority of Ireland in line with our statutory obligations. TRIR= 0.63
GRI 404: EDUCATION & TRAINING		
Topic management	3-3	Please see page 36-37
Percentage of employees receiving regular performance career development reviews	404-3	100% of employees received a regular performance and career development review

GRI Index *continued*

Disclosure Title and Description	Disclosure Number	Performance and Disclosures																																																																																																																																																																																																																																						
GRI 405: DIVERSITY & EQUAL OPPORTUNITY																																																																																																																																																																																																																																								
Topic Management	3-3	Please see page 34 and our Board Diversity Policy																																																																																																																																																																																																																																						
Percentage of women on the board & in management (Diversity of governance bodies and employees)	405-1	There are 3 women on our Board of 9 (33.3% female), while our Senior Leadership team is comprised of 8 men and 2 women i.e. 20% women. 25% of the average headcount of 341 employees over the course of 2023 were women.																																																																																																																																																																																																																																						
		Diversity by Gender and Age <table><thead><tr><th></th><th colspan="4">2023</th><th colspan="4">2022</th></tr><tr><th></th><th>All</th><th>0-30</th><th>30-50</th><th>50+</th><th></th><th>All</th><th>0-30</th><th>30-50</th><th>50+</th></tr></thead><tbody><tr><td>All</td><td>341</td><td>56</td><td>237</td><td>48</td><td>303.5</td><td>59</td><td>204</td><td>42</td></tr><tr><td>Female</td><td>87</td><td>13</td><td>69</td><td>5</td><td>80</td><td>16</td><td>62</td><td>3</td></tr><tr><td>Male</td><td>254</td><td>43</td><td>169</td><td>43</td><td>224</td><td>43</td><td>142</td><td>39</td></tr></tbody></table> <table><thead><tr><th></th><th colspan="4">2023</th><th colspan="4">2022</th></tr><tr><th></th><th>All</th><th>0-30</th><th>30-50</th><th>50+</th><th></th><th>All</th><th>0-30</th><th>30-50</th><th>50+</th></tr></thead><tbody><tr><td>All</td><td>100%</td><td>16%</td><td>70%</td><td>14%</td><td>100%</td><td>19%</td><td>67%</td><td>14%</td></tr><tr><td>Female</td><td>25%</td><td>23%</td><td>29%</td><td>10%</td><td>26%</td><td>26%</td><td>30%</td><td>7%</td></tr><tr><td>Male</td><td>75%</td><td>77%</td><td>71%</td><td>90%</td><td>74%</td><td>74%</td><td>70%</td><td>93%</td></tr></tbody></table> Turnover by Gender and Age <table><thead><tr><th></th><th colspan="4">2023</th><th colspan="4">2022</th></tr><tr><th></th><th>All</th><th>0-30</th><th>30-50</th><th>50+</th><th></th><th>All</th><th>0-30</th><th>30-50</th><th>50+</th></tr></thead><tbody><tr><td>All</td><td>23%</td><td>58%</td><td>16%</td><td>19%</td><td>22%</td><td>57%</td><td>16%</td><td>24%</td></tr><tr><td>Female</td><td>27%</td><td>38%</td><td>22%</td><td>60%</td><td>29%</td><td>65%</td><td>21%</td><td>0%</td></tr><tr><td>Male</td><td>22%</td><td>64%</td><td>14%</td><td>14%</td><td>20%</td><td>37%</td><td>13%</td><td>26%</td></tr></tbody></table> Hiring by Gender and Age <table><thead><tr><th></th><th colspan="4">2023</th><th colspan="4">2022</th></tr><tr><th></th><th>All</th><th>0-30</th><th>30-50</th><th>50+</th><th></th><th>All</th><th>0-30</th><th>30-50</th><th>50+</th></tr></thead><tbody><tr><td>All</td><td>93</td><td>35</td><td>49</td><td>9</td><td>139</td><td>53</td><td>73</td><td>13</td></tr><tr><td>Female</td><td>22</td><td>5</td><td>14</td><td>3</td><td>39</td><td>15</td><td>22</td><td>2</td></tr><tr><td>Male</td><td>71</td><td>30</td><td>35</td><td>6</td><td>100</td><td>38</td><td>51</td><td>11</td></tr></tbody></table> <table><thead><tr><th></th><th colspan="4">2023</th><th colspan="4">2022</th></tr><tr><th></th><th>All</th><th>0-30</th><th>30-50</th><th>50+</th><th></th><th>All</th><th>0-30</th><th>30-50</th><th>50+</th></tr></thead><tbody><tr><td>All</td><td>100%</td><td>38%</td><td>53%</td><td>10%</td><td>100%</td><td>38%</td><td>53%</td><td>9%</td></tr><tr><td>Female</td><td>24%</td><td>14%</td><td>29%</td><td>33%</td><td>28%</td><td>28%</td><td>30%</td><td>15%</td></tr><tr><td>Male</td><td>76%</td><td>86%</td><td>71%</td><td>67%</td><td>72%</td><td>72%</td><td>70%</td><td>85%</td></tr></tbody></table>		2023				2022					All	0-30	30-50	50+		All	0-30	30-50	50+	All	341	56	237	48	303.5	59	204	42	Female	87	13	69	5	80	16	62	3	Male	254	43	169	43	224	43	142	39		2023				2022					All	0-30	30-50	50+		All	0-30	30-50	50+	All	100%	16%	70%	14%	100%	19%	67%	14%	Female	25%	23%	29%	10%	26%	26%	30%	7%	Male	75%	77%	71%	90%	74%	74%	70%	93%		2023				2022					All	0-30	30-50	50+		All	0-30	30-50	50+	All	23%	58%	16%	19%	22%	57%	16%	24%	Female	27%	38%	22%	60%	29%	65%	21%	0%	Male	22%	64%	14%	14%	20%	37%	13%	26%		2023				2022					All	0-30	30-50	50+		All	0-30	30-50	50+	All	93	35	49	9	139	53	73	13	Female	22	5	14	3	39	15	22	2	Male	71	30	35	6	100	38	51	11		2023				2022					All	0-30	30-50	50+		All	0-30	30-50	50+	All	100%	38%	53%	10%	100%	38%	53%	9%	Female	24%	14%	29%	33%	28%	28%	30%	15%	Male	76%	86%	71%	67%	72%	72%	70%	85%
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Ratio of basic salary and remuneration of women to men	405-2	Our mean gender pay gap is 19.5%. Our median gender pay gap is 23.5%. Please see page 34 for more information. We report our Gender Pay Gap in line with Irish legislation and a full report detailing our pay gap, and the actions we are taking to close it, are shared in the report .																																																																																																																																																																																																																																						

GRI Index *continued*

Disclosure Title and Description	Disclosure Number	Performance and Disclosures
GRI 406: NON-DISCRIMINATION		
Topic management	3-3	Please see our policies on Dignity at Work and Equality Diversity and Inclusion
Incidents of discrimination and corrective actions taken	406-1	There were no incidents of discrimination across our operations in the reporting period.
GRI 411: RIGHTS OF INDIGENOUS PEOPLE		
Incidents of violations involving rights of indigenous peoples	411-1	This is not relevant in our jurisdiction, Ireland.
GRI 413: LOCAL COMMUNITIES		
Topic management	3-3	Please see page 29-31
Operations with local community engagement, impact assessments, and development programs	413-1	100% of operations with implemented local community engagement, impact assessments, and/or development programs
Operations with significant actual and potential negative impacts on local communities	413-2	Please see page 29-31
GRI 414: SUPPLIER SOCIAL ASSESSMENT		
New suppliers that were screened using social criteria	414-1	We have not reached the stage where we screen our suppliers based on social criteria however we are careful to work with reputable sub-contractors and suppliers, ensuring we continue to build on the high standards we have set to date. In 2022, we commenced a programme to address Responsible Sourcing. Through the programme we engaged with our supply chain to determine their maturity and to understand the most appropriate and necessary policies and screening criteria to use going forward. In 2023, we became a founding partner of the Supply Chain Sustainability School Ireland. For further information, please see page 28
GRI 416: CUSTOMER HEALTH AND SAFETY		
Incidents of non-compliance concerning health and safety of products and services	416-2	Cairn Homes received no Health and Safety warnings in 2023. Where inspections of sites have been carried out, reports on Health and Safety performance and activity have been issued to the Audit & Risk Committee.

To find out more about our policies visit:
www.cairnhomes.com/about/our-policies

Environment

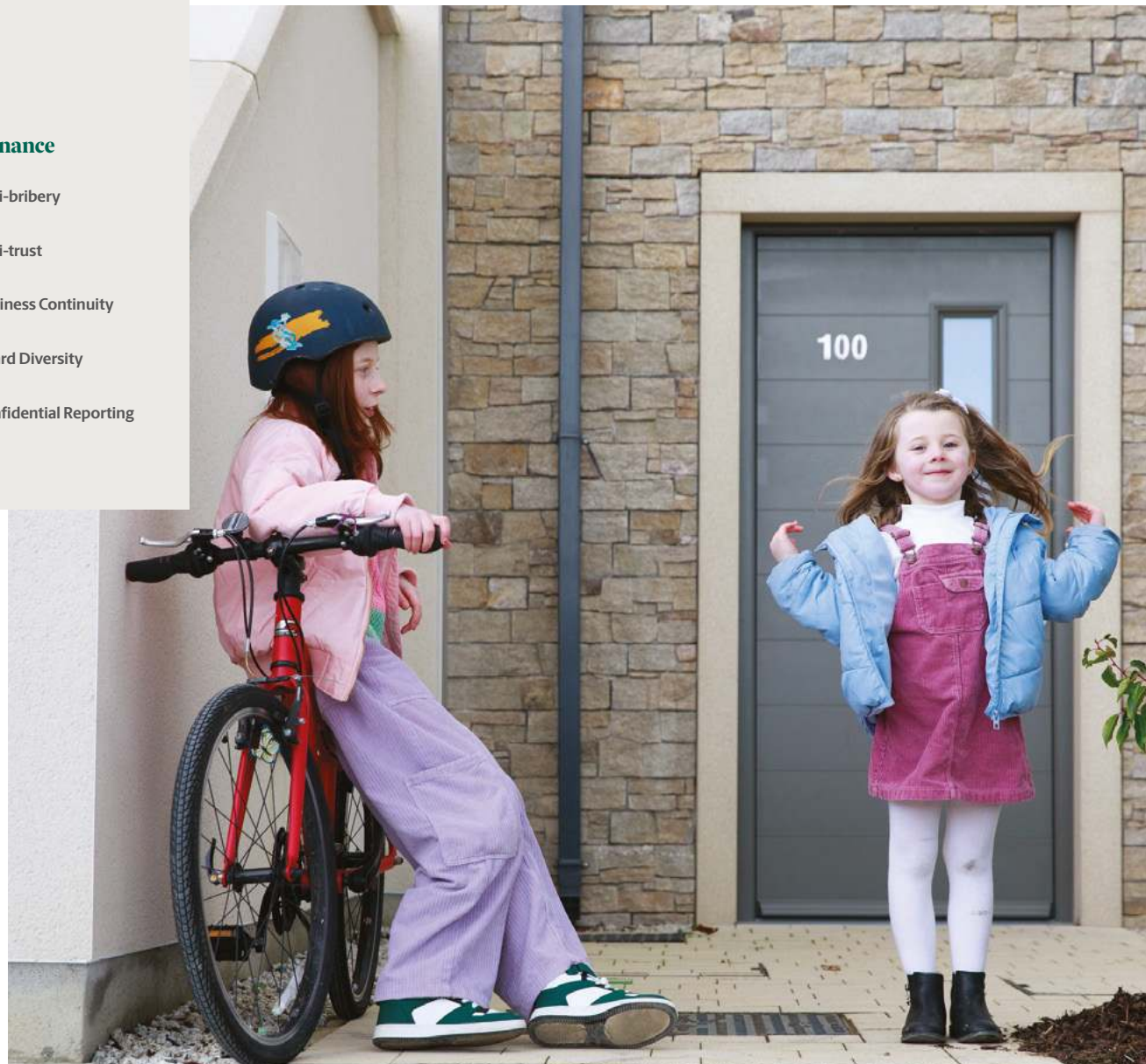
-  Sustainability
-  Biodiversity
-  Climate Action
-  Environmental
-  Sustainable Procurement

Social

-  Anti-Slavery
-  Dignity at Work
-  Equality Diversity and Inclusion
-  Health and Safety

Governance

-  Anti-bribery
-  Anti-trust
-  Business Continuity
-  Board Diversity
-  Confidential Reporting



Recognition and Achievements

[Overview](#)
[Our Approach](#)
[Environmental Impacts](#)
[Social Impacts](#)
[Disclosures & Policies](#)
[<](#)
[Home](#)
[>](#)


Grade A Safe-T rating



**Great Place To Work
2022, 2023, 2024**



**Investors In
Diversity Silver**



**Supply Chain
Sustainability School
Founding Partner**



**A- Carbon Disclosure
Project Rating**



**The SBTi. Net-Zero
Standard Certified**



**Well Community
Standard Registered**



**Home Performance
Index Registered**



**Developer of the Year
National Property Awards**



**Residential Project of
the Year ICE Awards**



**Community Development
Award - Society of Chartered
Surveyors Ireland**



**ISO 45001 – Occupational
Health & Safety Management**

**ISO 14001 – Environmental
Management**

ISO 9001 – Quality Management

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