



SUSTAINABILITY REPORT



 **OUR PLANET,
OUR DUTY.**

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About this report

This annual sustainability report covers information and data from Mercury Engineering Ltd. and all entities under its control for the calendar year 2022 (coinciding with its financial year 2022), except for data related to the company's 2022 CDP submission regarding 2022 emissions data, which will not be published until Q3 of 2023. Mercury continues to work towards preparing its sustainability report "with reference" to the Global Reporting Initiative (GRI), the global best practice standards for sustainability reporting. This year again, it has used the GRI standard as a basis for the report structure and an enhanced reporting index is included to help the reader find relevant content.

Mercury's 2022 Sustainability Report covers all entities governed by Mercury worldwide, reflecting our group-wide sustainability strategy.

Please direct any question related to this report to sustainability@mercuryeng.com

Date published: May 2023

1. A MESSAGE FROM EOIN VAUGHAN

MERCURY'S CEO



On behalf of Mercury, Europe's leading provider of construction solutions, I am proud to present our 2022 Sustainability Report.

As a group, we are shaping our industry and building sustainable communities through best practices in environmental, social, and governance (ESG) practices. Our expertise in managing complex projects for global corporations helps to facilitate technological progress and sustainable growth throughout our key regions.

2022 saw us celebrate our 50th year in business, and the urgency for climate action has never been greater, necessitating a shift from ambitious goal setting to rigorous implementation. Our crucial role in this transition lies in sectors such as data centres, advanced technologies, and life sciences. Our commitment to sustainability is deeply embedded in our Beyond50 strategy, particularly within the 'Our Planet, Our Duty' plan, and we acknowledge the necessity for ongoing improvement.

Our people consistently deliver with certainty, driving considerable investment in reducing our environmental footprint and firmly committing to our science-based carbon reduction targets. As an industry leader, we take the responsibility of pioneering change, introducing best practices, and inspiring our industry towards decisive climate action.

As we strive towards a sustainable future, we commit to creating a lasting legacy. This isn't just what our clients and communities expect — it's unequivocally the right thing to do.





**SOME OF OUR KEY
ACHIEVEMENTS
2022**



**OCCUPATIONAL
HEALTH & SAFETY**

Silver

Badge on Ecovadis for Sustainability

0.05%

accident frequency rate

79,510

training hours dedicated to EHS

40,000

Environmental, Health & Safety (EHS) Audits, incl. 3,500+ Covid-19 audits



DIVERSITY & INCLUSION

Zero

reported ethical issues

3,500+

employees from 46 different nationalities

Silver

Award for 'Investors in Diversity' (improvement from Bronze in 2020)

Zero

incidents reported in relation to corruption



LEARNING & DEVELOPMENT

285

mechanical & electrical apprentices employed

35

hours of training per employee per year



ENVIRONMENTAL FOOTPRINT

Zero

environmental adverse findings from statutory bodies

B' CDP

December 2022 (Construction industry at C)

98%

waste diverted from landfill

1,871 tCO₂e

generated in 2022 in Scope 1 & 2

Carbon

reduction Targets approved by SBTi

150+

Digital edge virtual tours completed

Electric

powered heavy machinery added to fleet

2. ABOUT MERCURY

Mercury is a privately-owned entrepreneurial general contractor headquartered in Ireland. We are dedicated to achieving the highest possible standards of Health and Safety on our leading-edge projects, while living our values of “Dynamic”, “Brave” and “Make it Happen”.

As we continue to build and manage engineering projects across a range of key sectors in Europe and increasingly further away, our focus is to provide solutions that enhance development in technology, well-being, and the built environment, while entering new sectors.

Mercury is led by a multidisciplinary team of diverse individuals, steered by our CEO Eoin Vaughan. Our leadership team is passionate about creating innovation and change.

We work with over 5,000+ subcontractors and suppliers every year to achieve the quality project outcomes we are known for; we partner with them to reach our joint goals, with sustainability at the forefront of our focus. As responsible partners we support them where needed to ensure that our joint activities are sustainable from an environmental, economic, and positive social impact perspective.

As part of Mercury’s long-term strategy, we have committed to being a responsible business and published our commitment and sustainability statement which is posted to our website¹.

This is our second annual sustainability report containing updates and achievements for 2022.

Our 2022 construction projects involved operations in Belgium, Denmark, France, Germany, Ireland, Italy, The Netherlands, Poland, Spain, Sweden, Turkey and the UK.

Our Business Units:

- Hyperscale Trade Partner
- Hyperscale Construction
- Enterprise
- Critical Data Infrastructures
- DCBS - Data Centre and Building Services
- Live Environment
- Advanced Technologies Construction
- Advanced Technologies Trade Partner

1. <https://www.mercuryeng.com/wp-content/uploads/2021/12/2021-Sustainability-Policy-Statement.pdf>

- | | |
|------------|-----------------|
| 1. Ireland | 8. Netherlands |
| 2. Denmark | 9. Poland |
| 3. France | 10. Spain |
| 4. Germany | 11. Sweden |
| 5. Greece | 12. Switzerland |
| 6. Israel | 13. Turkey |
| 7. Italy | 14. UK |



3. GOVERNANCE



GOVERNANCE STRUCTURE

Mercury's governance structure ensures accountability, transparency, and clear lines of communication for decision making and driving for outcomes which prioritise sustainability and responsible business practice.

The Board of Directors

The Board provides the most senior level of governance and oversight. They are responsible for the management, performance, and long-term success of the group, and oversee the company-wide sustainability strategy and actions.

Executive Management Team

The CEO and the Executive Management team play a significant role in defining our sustainability policy, strategy, and goals, communicating our objectives to the group, and implementing constructive change. The Executive Management Team is responsible for reviewing and approving the reported information including material topics, which they report to the Board of Directors.

GOVERNANCE POLICIES

There are a number of important policies that govern various aspects of Mercury's operations. The following policies are approved directly by Mercury's CEO:

- **Governance:** Mercury is committed to operating in accordance with the highest standards of corporate governance and has a robust suite of policies and procedures covering the prevention of bribery, protecting human rights and the governance of compliance.
- **Conflicts of Interest:** Mercury requires all board members and employees to abide by a strict conflict of interest policy and to declare on an annual basis that they have not engaged in any conduct that violates Mercury's Code of Conduct. In addition, employees are required to annually disclose any gifts, where the value exceeds €250, which they have received over the prior year from anyone who is doing business, has done business, or is seeking to do business with Mercury.
- **Internal Audits:** Mercury has a Group Internal Audit function in place which provides independent assurance over the control environment on a continuous basis. Periodic reports are provided to the Audit Committee. Mercury's Internal Audit function



completed 13 audits during 2022 covering both Project and Group activities. For 2022 there were zero reported ethical issues.

- **Whistleblower Policy:** Apart from internal audits taking place on a regular basis, Mercury’s “Speak Up” policy intends to encourage and enable employees, contractors and others to raise any concerns or disclose information about any violations of misconduct or unethical behaviour by any Mercury employee, director or officer by reporting such behaviour to a direct manager, HR, Compliance function or through an independent, multilingual and confidential hot-line service, which is accessible 24 hours a day, seven days a week. Each site has a dedicated “Speak-Up” poster containing relevant contact number displayed in a central location. In 2022, our policies have been updated to reflect the timeframe for communication and feedback to the individual making the report, whether using the dedicated Speak Up line or any other channel. During 2022 we had zero calls to this hot line in relation to ethical issues, in addition we had zero ethical issues reported via other channels. In the event there would be ethical issues reported via the hot line, this would be investigated by the Compliance Function and reported to the Board, Audit & Risk Committees.
- **Compliance and Ethics Policies:** Policies designed to inform employees of the principles and procedures to follow in relation to specific ethics and compliance topics are in place. This includes our Code of Conduct, which is underpinned by a number of individual policies covering specific areas such as Gifts & Hospitality, Conflict of Interest, Anti-Fraud, Anti-Bribery, Fair Competition, Sponsorship & Donations and our “Speak-Up” (whistleblowing) procedures. They set out how employees should behave and interact with our key stakeholders, including senior management, fellow employees, clients, and our supply chain.
- **Document Retention and Protection of Privacy:** As part of its accounting and compliance policies and procedures, Mercury has a records retention policy that identifies the types of documents that must be retained and for how long. This is done in full compliance with GDPR rules and regulations. Document control enhancements includes the appointment of a Group Document Controller and Formal approval process and system where all stages are managed under strict

requirements including fully traceable change history, version control, loss of damage, protection from unauthorised use and governance, all in compliance with ISO 9001 and ISO 19650, a systematic, standardised approach to the life cycle of controlled documentation within the organisation. Documentation includes our policies, Standard Operating Procedures, and all controlled documentation within our organisation.

- **Information Security & Knowledge Management**
As part of our ongoing commitment to improving processes and providing a high standard of security, Mercury is currently in the process of moving to achieve ISO27001 accreditation with intended timelines of completion by Q3 2023. ISO27001 will ensure a competitive advantage allowing us to win & retain business, bolster our reputation as industry leaders and ensure the highest standards of information security are in place. We have also introduced mandatory cybersecurity training and have incorporated cybersecurity into our annual performance reviews to ensure our human firewall remains strong across the board for our teams. Our employee engagement portal, iNSITE, offers a centralised zone for personnel to connect to information hosted across the organisation. Ensuring consistent knowledge management, iNSITE contains a native functionality which forces specific content through a defined review cycle, automatically archiving any data which passes that timeframe. With in-built compliance capability, key corporate content such as policies can be announced through a dedicated method which offers a detailed audit trail ensuring uniformity of knowledge companywide.
- Our **Dignity and Respect at Work Policy** ensures a safe working environment for inclusion of all without discrimination and harassment. It includes a recourse for reporting any employee who contravenes this policy. In addition, Mercury has recently launched a number of quarterly initiatives to create awareness and further educate our workforce about key topics, under our Diversity and Inclusion programme, our first training of the year was titled “**Unconscious Bias**”.



EMBEDDING, MONITORING AND AUDITING OF OUR CORPORATE GOVERNANCE

We ensure compliance with relevant laws and regulations in jurisdictions so that our employees are aware of relevant guidelines and conduct themselves accordingly.

We are committed to the adoption and promotion of good corporate governance approaches in all our business activities. This includes providing a safe and sustainable environment for clients, staff, contractors, and suppliers, as well as fulfilling our responsibilities as a member of the local community and society, to ensure we make a positive social impact.

To ensure our commitments are adopted and embedded in our practices, we have implemented a number of processes, as well as appropriate monitoring and review mechanisms such as:

- Our Internal **Audit function** performs detailed internal audits across all significant sectors within the group, encompassing all key project and group activities.
- **Employee awareness and refresher training** sessions are conducted on an on-going basis to ensure that employees know what our ethics, compliance and human rights policies are, and which behaviours are required in each case. Onboarding practices for new employees include basic human rights and ethics training. Specifically, we have developed several ethics related trainings on topics such as Code of Conduct, Conflict of Interest, Modern Slavery, Anti- Corruption, and Anti-Fraud. This ethical training is delivered periodically via a mix of on-line and in-person training. All training is housed on a dedicated Compliance & Ethics SharePoint page, that is available to all employees (including Senior Management) throughout the group. Training completion is tracked and non-compliance with training is reported to respective managers periodically.
- **EHS** policies, procedures and systems ensuring safety at our construction sites: Key Safety performance indicators are reviewed and discussed for each Business Unit and Project on a monthly basis during

project reviews as further detailed in Section 6. [Being an employer of choice](#)

- Several **HR** policies specifically aim to ensure employees are treated with respect and they provide recourse channels for those who wish to report issues in this regard. KPIs tracked include the number of Diversity & Inclusion issues reported and the number that are closed out within the same year. Other KPIs including non-discrimination by gender, training and development hours and employee well-being are included in monthly sustainability dashboards as detailed further in Section 6. [Being an employer of choice](#)
- **Procurement** policies and onboarding processes promoting responsible business practices: Status of reviews for top suppliers is included in quarterly sustainability dashboard metrics and the Ecovadis platform will be leveraged to facilitate performance monitoring as detailed further in Section 8. [Maintaining Responsible Partnership](#)
- The **Document control** function was upgraded in 2022 including implementation of a new system and appointment of a Group Document Controller to manage associated processes going forward. A series of sessions were held with leaders and subject matter experts to introduce the planned improvements to our document control procedures. Further presentations and training were given to each department within Mercury as well as on-going support for migration to this new document control system. Surveys were used to obtain specific feedback from users in order to flag further changes, training and improvements needed. All these measures ensure that we not only have an efficient document management system in place but also that our information is governed and secure.
- **Well-being of local communities** (in locations we operate) aligned with Mercury's UN SDGs supported mainly through our CSR programme. The programme and its budget are approved annually with Quarterly progress reports as further detailed in Section 9. [Well-being of local communities.](#)

4. OUR SUSTAINABILITY STRATEGY

Our Sustainability & Responsible Business policy outlines the resources that we put behind our commitment to ensure we maintain alignment between our goals and our actions. As outlined in our Beyond 50 long term strategy plan, we apply the principles of Integrity, Inclusivity, Legacy, Stewardship and Transparency with a commitment in all aspects of our global business to deliver continuous improvement in areas of environmental, economic, and social sustainability.

our
planet
our
duty





Our focus areas align with the following United Nations Sustainable Development Goals (UN SDGs)

UN SDGs Mercury's Sustainability Strategy aligns with	Our commitment	Some of our key actions
	Supporting local jobs Pay fairly Supporting local communities	Local recruitment Sectoral agreements, regular pay reviews, and benefits Suppliers/Subcontractors Code of Conduct and audits Financial support to local initiatives
	Supporting local jobs Pay fairly Supporting local communities	Financial support to local charitable organizations
	Health & Safety Employees well-being	Safety training and "Work safe, Home safe" campaign Employee Assistance Programme Partnerships with charities promoting mental health/cancer research Financial support to local sports clubs
	Learning & Development	Training programme and dedicated platform for all employees Apprenticeship investment & Apprentice Development Centre Graduate, Leadership Development, Educational Assistance and Scholarship programmes Financial and material support to local schools or initiatives
	Equality Diversity Inclusion	Diversity tracking and targeted recruitment <i>Investors in Diversity</i> survey participation and alignment, Work180 endorsement Elevate pledge signatory and alignment Suppliers/Subcontractors Code of Conduct and audits
	Supporting local jobs Pay fairly Responsible partnerships	Local recruitment Sectoral agreements, regular pay reviews, and benefits Suppliers/Subcontractors Code of Conduct and audits
	Equality Diversity Inclusion	Diversity tracking and targeted recruitment <i>Investors in Diversity</i> survey participation and alignment, Work180 endorsement Elevate pledge signatory and alignment Suppliers/Subcontractors Code of Conduct and audits
	Energy efficiency Responsible water use Responsible waste practices	Energy efficiency investments (LED lighting, sensors, timers, etc.) Embodied Carbon Calculator (EC3) Trials and investment in electric or hybrid vehicles and machinery Implementation of new water-efficient flushing methods
	Reduced GHG emissions Biodiversity	CDP disclosure and footprint reductions, setting of targets Internal and external awareness Decarbonisation initiatives e.g. switch to renewable energy supply, digitisation and others (see above)
	Biodiversity Responsible water use Responsible waste practices	Implementation of new water-efficient flushing methods
	Biodiversity Reduced GHG emissions Responsible waste practices	All-Ireland Pollinator Plan 2021-2025 programme Orchard in the Community programme ref SDG 12 and 13
	Inclusion	Financial support to local charitable organisations

For further information referer to: 6. Being an employer of choice; 7. Minimising our environmental footprint; 8. Maintaining responsible partnerships; 9. Well-being of local communities

OUR SUSTAINABILITY DUTIES



All Mercury’s stakeholders play an important role in supporting our strategies and decisions and their support has a significant impact on achieving outcomes that help us achieve our sustainability goals. Therefore, Mercury regularly engages with each of these groups, gathering materiality feedback from stakeholders helps us understand what to disclose in our annual report, as well as informing our business and ESG strategy.

In light of the material topics impacting our business, our stakeholders, and the world around us, we have prioritised our efforts into four Sustainability Duties:

FOCUS AREA	SUSTAINABILITY DUTY	KEY TOPICS
EMPLOYEES	Being an employer of choice	<ul style="list-style-type: none"> - To continue to attract and retain the best talent into the future, it is our duty to be recognised as a safe, diverse, and inclusive employer, offering equal opportunities, and investing in the wellbeing and development of our employees.
ENVIRONMENT	Minimising our environmental footprint	<ul style="list-style-type: none"> - To mitigate the impact of climate change, it is our duty to take meaningful actions to minimise our direct and indirect greenhouse gas emissions, our waste, the consumption of other resources and maintain biodiversity.
VALUE CHAIN	Maintaining responsible partnerships	<ul style="list-style-type: none"> - To continue to deliver our clients’ needs and expectations, it is our duty to conduct our business in a sustainable, fair, and ethical manner. This can only be achieved by ensuring all our suppliers and subcontractors and our overall supply chain adhere to similar strict standards.
LOCAL COMMUNITIES	Local community well-being	<ul style="list-style-type: none"> - It is our duty to positively contribute to the well-being of the local communities we operate in. We do so by offering local jobs and supporting relevant initiatives aimed at improving the lives of those in our local communities.

5. OUR STAKEHOLDER ENGAGEMENT

Mercury undertook its initial Materiality assessment in 2020 and conducted a new assessment in 2022 to ensure our ESG strategy remains relevant and aligned, with input from our key stakeholders.

Materiality Assessment Renewal

Materiality assessments are a formal and essential part of any company's ESG journey. They identify the areas that matter most – such as those affecting key stakeholders – and that we fulfil our sustainability goals. Mercury undertook an initial Materiality assessment in 2020 and conducted a new assessment in 2022 to ensure our ESG strategy remains relevant and aligned, with input from our key stakeholders. This fresh assessment reinforced the position of "Health & Safety" as our chief material topic. While it confirmed the continued importance of "Anti-corruption", "Learning & Development" and "Human Rights" topics, it also clearly demonstrated the growing significance of "Privacy & Data Security", "Energy Management", "Waste Management", and - not least - "Low Carbon" topics.

Materiality Assessment renewal process

The purpose of the materiality assessment renewal was to determine the priority of a wide range of sustainability topics (Environmental, Social and Governance) for Mercury from the perspective of our executive team, employees, and clients. The results of the new assessment were used to ensure Mercury's strategy remains relevant and aligned with interests of key stakeholders and what they value most at this time.

The process involved 25 topics being identified – 10 Environmental, 9 Social and 6 Governance related. These topics were selected by reference to the UN Sustainable Development Goals (SDGs), the Sustainability Accounting Board (SASB) and the Global Reporting Initiative (GRI). The 2020 materiality assessment topics were also used as reference in the final list of topics used in the assessment.

Distributing questionnaires to invitees from key stakeholder groups, they were asked to rate the importance of the topics from their perspective based on the following rating scale:

- **Critical** - A top-priority. "If we don't manage this well, it will have a serious negative impact on our business strategy."
- **Very important** - "It is very important for the business to manage this well but not as critical to the success of the business strategy."
- **Important** - "It is important that this is managed well, while not critical or very important to the business, it should be a cause of concern for senior management and stakeholders would be disappointed if the business didn't do a good job here."
- **Less important** - "We expect the business to take the right approach, but this is not a major concern for the business."
- **I'm unsure** - "I don't know much about this matter, but it may be important for someone else"



A weighted scoring system was used to achieve an overall score per topic, these scores were then plotted on a graph creating the figure shown on the next page.

The results of our 2022 Materiality Survey highlights the order of the 8 highest priorities as chosen by respondents:

- | | |
|------------------------------|-----------------------------|
| 1. Health and Safety | 5. Waste Management |
| 2. Privacy and Data Security | 6. Low Carbon |
| 3. Anti-Corruption | 7. Learning and Development |
| 4. Energy Management | 8. Human Rights |

Relative to our 2020 results, Health and Safety has retained its position as our stakeholders' leading priority. Anti-corruption ranks in 3rd place, and Human Rights in 8th place also retained their relative positions from the previous matrix. Meanwhile, Privacy and Data Security (which did not feature in our 2020 survey) has emerged as stakeholders' second most important focus area. Prioritisation of low carbon noted the most significant shift between 2020 & 2022. View the results of our 2020 materiality survey here: <https://www.mercuryeng.com/about/sustainability-statement/>

We devoted a considerable level of effort over recent months to capture results related to achieving low carbon, efficient energy management, and responsible waste management. This has been pioneered by our Sustainability team through the utilisation of an environmental impact and carbon emission tracking platform.

A refreshed materiality assessment is fundamental to our sustainability approach because it allows us to identify, understand and prioritise the social and environmental risks and opportunities that are important to our stakeholders and helps us focus in delivering outcomes in those areas.

Below is a graphic representation of the materiality assessment renewal results for 2022.





Clients

Our partners require certainty in terms of project outcomes, and we partner with them to achieve their sustainability objectives while delivering leading edge projects. Being a responsible business partner, we aim to continue supporting client needs and requests and ensuring compliance with Mercury's value chain while conducting our business with integrity in a sustainable manner.

Employees

Mercury employees want to see a clear strategy and being kept safe and healthy at work is the leading priority with many sustainability related topics ranking important to our people.

In 2022, we built on the momentum generated last year by highlighting aspects of our key duties with quarterly on-line events led by leaders and subject matter experts, which helped to ensure that there was consistent knowledge about our sustainability initiatives group wide.

Suppliers

Our supply chain partners are keen to maintain a mutually beneficial relationship with Mercury whereby collaboration, open communication and support are crucial.

Our Tier One suppliers are asked and encouraged to make ESG disclosures through the Ecovadis platform. We also continue to ask all our suppliers to provide EPD (Environmental Product Declarations) for products sold to Mercury and/or installed at our project sites. While it is understood that suppliers in the EU may not all have EPDs yet, Mercury is committed to engage with suppliers

to support their efforts towards disclosing embodied carbon associated with their products.

Using the EC3 carbon calculator tool, Mercury calculates embodied carbon for planned structures as well as completed structures for clients as needed. The EPDs are an important part of obtaining high accuracies in those calculations for the EU region.

In 2022, Mercury upgraded its policy regarding new suppliers and subcontractors' due diligence. This included an updated pre-screening questionnaire for new contractors with a systematic link to our ERP system (i.e. resulting in automated "flags" and automatic suspension until potential issues are addressed). This due diligence process covers business topics including Human Rights, Labour Management, EH&S, Cyber-security, and Sustainability.

Communities

Communities located near our construction sites are invested in the quality of the projects we complete and the way we approach project delivery. We are dedicated to making a positive impact and giving back to the communities we operate in through local employment and our corporate giving efforts; whereby local organisations benefit from our support which address the United Nations' Sustainable Development Goals. Mercury supported over 40 non-profit organisations and charities in 2022.

6. BEING AN EMPLOYER OF CHOICE



As part of its agenda for Sustainable Development Goals, the United Nations has identified “reduced Inequalities”, “gender equality”, “quality education”, “good health and wellbeing” and “decent work and economic growth” as some of the key drivers. The benefits of these sustainable development goals play a crucial role in attracting and supporting employees at Mercury.

Mercury has worked hard to create a workplace for all current and future employees which implements these goals to ensure a better overall working environment. Yet, without the appropriate safeguards, the construction industry can be prone to perpetuate a cycle of inequality. Our ability to operate and grow is very much dependant on our ability to retain and hire the necessary workforce. Competition for new talent is high, and recruiting future leaders or experts is no easy task. Most candidates are progressive and passionate about sustainability and demand positive actions in this regard. So, to become their employer of choice, we are taking conscious actions to address challenges in this area and achieve these goals.

All Mercury employees have written contracts which comply with local labour laws. This contract includes starting date, workplace address and working times, duration of contract, personal leave entitlement and where employees can find out more about other leave entitlements, remuneration, probation periods (if applicable), and notice periods for both employer and employee in case of termination initiated by either party.

Furthermore, all our Trades employees are covered by the Sectoral Employment Order for Construction Industry and receive mandated applicable rate of pay. All salaried employees receive annual salary reviews. All employees have access to the HR business partner assigned to their department to get questions answered in a traceable manner.





GOOD HEALTH AND WELL-BEING



A. OCCUPATIONAL HEALTH & SAFETY AND EMPLOYEE WELL-BEING

One fifth of all recent fatal accidents at work in the EU-27 took place within the construction sector² making it vital in our industry to pay close attention to safety at work. Common construction site hazards such as working alongside large mobile equipment, handling heavy materials, working at height or electrical connections can indeed cause trips, falls, materials drops or collapses, among other accidents. Other aspects of construction work such as noise, vibrations, physical work, heavy lifting, potential exposure to dust particles and other hazardous substances can also cause ill health.

Using appropriate systems, procedures, training, and oversight most accidents can be prevented, or their frequency and severity dramatically reduced. Therefore, Mercury has made “Safety” its anchor value and “Work safe, Home safe” its motto. Working safe isn’t just our policy, it’s our duty.

Unequivocal Commitment

It is the policy of the company, as framed by its directors, to do all that is necessary to observe and comply with all the requirements whether existing or new, related to the Health and Safety Legislation in any region the company operates in. We will continue to provide working conditions that are safe and healthy. With the full support of our employees and supply chain partners we are confident in achieving these aims.

Mercury is committed to providing the necessary resources to ensure that management systems, statutory

2. https://ec.europa.eu/eurostat/statistics-explained/index.php?title=File:Fatal_and_non-fatal_accidents_at_work_by_NACE.png

and group procedures and policies are adhered to by all personnel within the group. Mercury’s policies are communicated to all employees during induction training both in head office and on construction sites. It is the responsibility of all personnel to intervene if they perceive something to be an unsafe or a potential issue and to “Find & Fix” each issue as it arises. Adherence to the procedures & policies of Mercury is monitored by EHS team members, all supervision, and senior management.

In addition to the “Find & Fix” programme mentioned above, Mercury launched its Modern Slavery training in 2022, with over 50% uptake in the training across the organisation. With modern slavery being an underlining issue within the construction sector it’s important that our employees are aware of how to identify potential modern slavery and are aware of how to report it. Our aim for 2023 is to move this to mandatory training, along with further human rights policies to be issued.

ISO 45001 Occupational Health & Safety (OH&S) Management System

The basis of Mercury’s OH&S management is its Management System, and the company is compliant and certified to ISO standard 45001:2018 Occupational Health & Safety Management System. Besides offering a guarantee of compliance with all current OH&S legislations worldwide, this standard requires that OH&S risks be addressed and controlled to ensure a safe and healthy workplace for all employees and visitors.

Here is a snapshot of our Safety achievements:

- In 2022, Mercury completed just under 40,000 Environmental, Health & Safety (EHS) Audits as part of our overall safety strategy.
- 91,797 hours of EHS training was recorded for 2022.
- 2022 saw us improve on our Accident Frequency Rate (AFR) with a reduction of .01 from 0.06 to 0.05, well below the industry average (1.74 for construction and 0.42 for all industries). Overall Mercury completed 10.5 million hours worked, reportable injury free in 2022.
- In 2022 Mercury launched the QEHS Kiosk which has increased safety feedback and early interventions on our project sites.



Safety Training

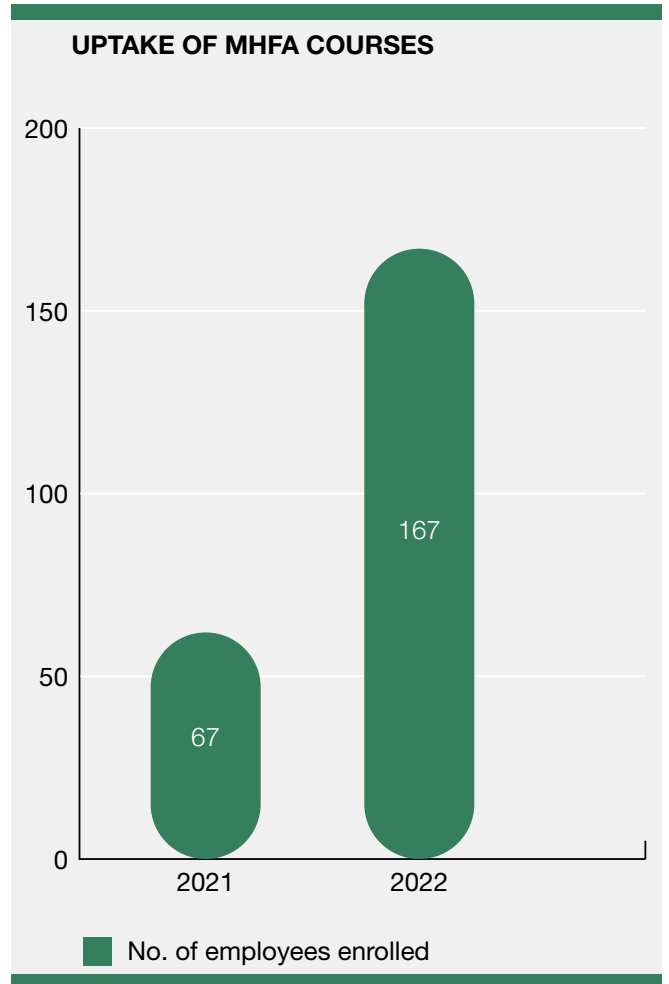
While recording and investigating incidents is a key element of our management system, preventing such incidents is our number one goal. Mercury’s primary tool to enable prevention is regular and mandatory safety training. As further detailed in the Learning & Development section of this report, safety training is an essential topic being addressed with all employees. To ensure that safety remains top of mind on site, we continuously do refresher training through toolbox talks and demonstrations at sites.

Employee Assistance Programme (EAP)

Every Mercury staff member, as well as their immediate families, has access to our Employee Assistance Programme (EAP). This service offers an independent, confidential, and complimentary counselling service to help support them through mental health issues, work-related issues, bereavement, or any other life concerns – anywhere, any time. We consider this programme as our first line of defence when it comes to our employees’ potential mental health issues, and we consider every call made to the helpline as an opportunity to prevent potential harmful consequences.

Mental health first aiders

Since 2021, each month, Mercury delivers Mental Health First Aid (MHFA) training across its projects. MHFA is the assistance offered to a person who is experiencing or developing a mental health problem or crisis. This training allows our team to support each other until appropriate professional treatment is received or until the crisis resolves. The training has led to stigma-breaking mental health discussions throughout Mercury. Our aim is to create a culture where such conversations are the norm, rather than the exception. Since 2021 we have seen over double in the number of uptakes by employees on attending these courses, and over 1400 training hours recorded.





B. DIVERSITY, INCLUSION AND EQUALITY

Understanding the needs of Mercury employees means understanding their perspectives. We discovered that Mercury has some unique characteristics in terms of our workforce and the diversity it represents. During 2022 we had no formal Diversity & Inclusion grievances registered, and any informal grievances were resolved through mediations.

A dedicated Diversity and Inclusion Policy

Diversity and Inclusion at Mercury are underpinned by our Dignity and Respect at work policy that ensures a safe working environment for inclusion of all without discrimination, bullying or harassment based on gender, race, sexual orientation, gender identity, disability status or any other protected characteristic. It includes a recourse for reporting any employee who contravenes this policy.

Fair Remuneration Process

Mercury uses local and internal compensation benchmarking during the hiring process to ensure that offers are realistic against market prices and existing compensation packages for comparable roles. Every year Mercury conducts a company-wide Salary Review process using the Success Factors platform. Managers consider individual increases based on an overall approved budget for his/her section/group. Data available includes individual performance evaluations and salary histories, managers can also compare individuals in his/her group in similar roles using the Mercury Job Grade Structure. A compensation committee reviews the outcomes against budget and guidelines for the Salary

Review process and reviews and approves monthly Out of Cycle Promotion proposals that meet guidelines.

This process applies to all Mercury employees who meet the criteria as set each year, which usually pertain to minimum time with the company and whether an employees' salary increases are externally regulated. All our trade workers are paid according to sectoral agreements, which sets minimum rates of pay and pension and sick pay entitlements.

Healthcare and Pension for all

In 2022 Mercury announced updates to its Compensation & Benefits policy, where all salaried employees can now avail of a pension scheme and subsidised healthcare.

Our compensation and benefits structure are designed to attract, motivate, and retain talented employees who drive the company's success while supporting our vision and values.

Geographic Location

The project-based nature of our business means that the geographic location of staff on projects vary over time. Mercury's head office is in Dublin and most group support roles are based in Ireland.

International Workforce

Our 3,400+ employees come from 65 different nationalities across the world, with another 3,900+ working on our projects through subcontractors. Within the 3400+ employees there is around 700 people working for Mercury on a contract basis (i.e., "Agency workers"). Worker figures are recorded on the first day of each month, recording the number of employees held on the previous day.

Gender Profile

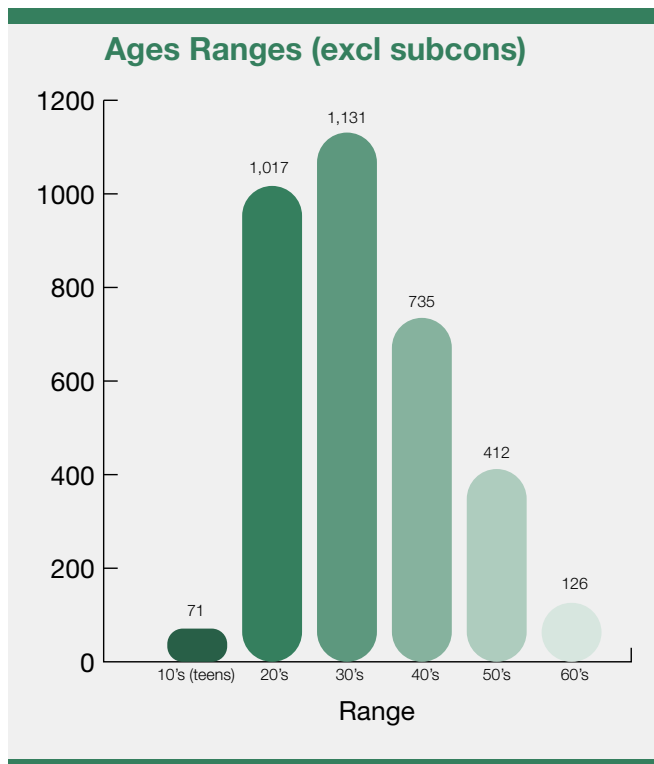
Including trades people, 11% of our workforce include women, an improvement of 1% from 2021. 5% of the company's senior executives are women. Female hires as a percentage of all hires in 2022 maintained at 16% compared to 2021, and women formed 30% of the 2022 graduate intake (up from 7% in 2020 & 20% in 2021). The number of female apprentices grew in 2022 by an additional 10% to 33%. Our retention rate for female employees stands at 99% as of the end of 2022, a rate we have maintained from 2021. It tells us that, with

focus, improvements towards parity are possible and we need to keep finding new and innovative ways to attract and source new hires from under-represented groups, especially in trades.

Women in management roles (as of Q4-22): 17 women out of 336 staff are in management positions.

Grow our own

We have reviewed our strategy and now have a focused effort on what we call a 'Grow our Own' Agenda with emphasis on achieving this via our graduate programme and apprenticeship programme. We started our graduate programme with 7% female representation in 2020, that went up to 20% in 2021 and as of 2022, our graduate programme has a 27% female representation. Female representation in the apprenticeship programme has grown by over 200% between 2020 and 2021 and by 33% in 2022. Retention of our female employees remains at 99% and we predict that we will see a representation increase across professional levels up to senior management level in the next five years, as we focus on our 'Grow Our Own' agenda. We are committed to removing barriers for women at entry point as well as ensuring that they are supported at different stages of their professional careers.

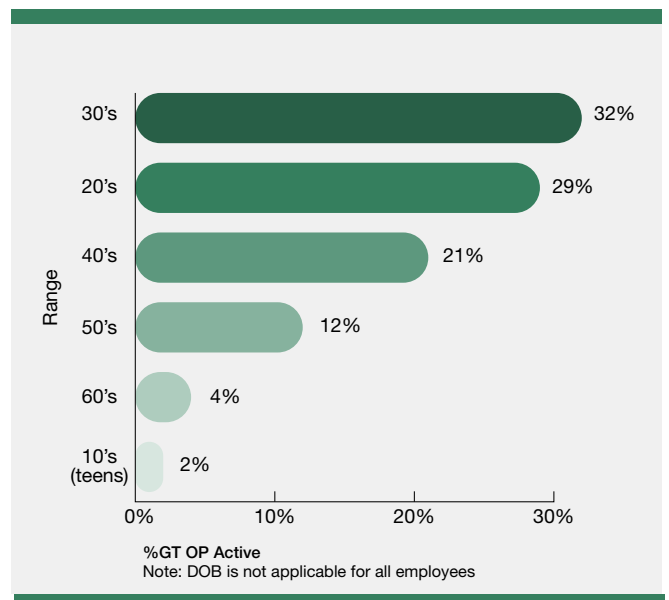
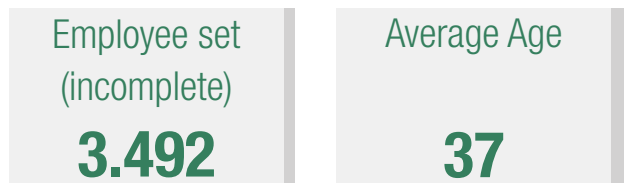


Age Profile

From a generational perspective, over 60% of Mercury employees are from the "Millennial" generation and the average age at Mercury is 37 years old. It is not surprising therefore to note that there is a strong culture of innovation, improvement, inclusion and knowledge sharing at Mercury. This helps us to ensure we deliver the expectations of our clients with certainty, time and time again.

Employees by Age and Gender

The graph shows the % of each gender distributed over the age categories shown below.





Diversity and Inclusion Achievement

A D&I survey helped to solicit feedback from employees regarding their experience and impression of our D&I practices in the workplace.

Covering the principles, behaviours, conduct, attitudes, and beliefs of staff, we are now able to map out very specific improvement goals and activities for the coming 12 months.

We were delighted that for 2022 we maintained our “Investors in Diversity - Silver” rating. Since then, we have taken actions to improve awareness of desired behaviours by managers and other employees and have held a series of workshops at various project sites to help managers and supervisors understand implications for decision-making on a day-to-day basis.

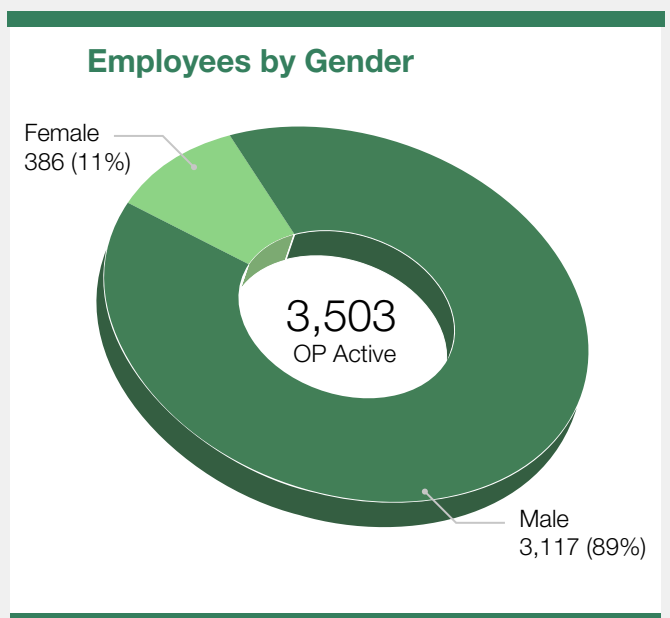
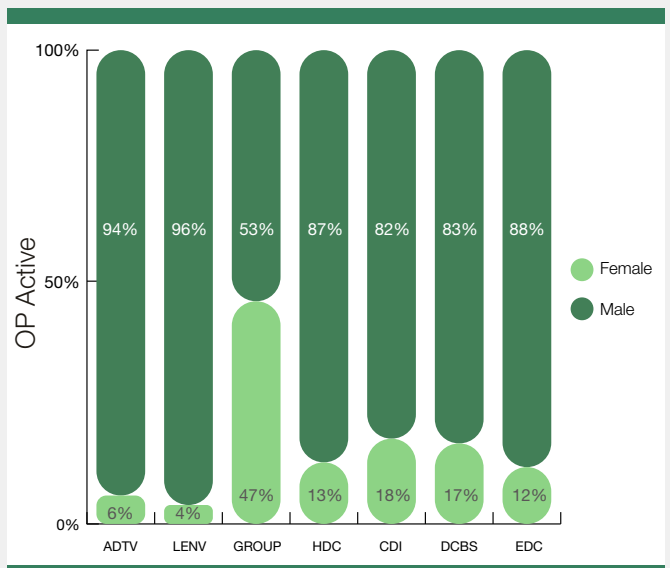
Embedding D&I in our Processes and Structure

Embedding diversity and inclusion involves listening to what employees had to say and understanding how people are experiencing the culture within Mercury and making strategic decisions to ensure our processes and structures facilitate a culture of diversity and inclusion. We are engaging with executive and senior leaders and are planning to implement further improvements to our workplace environment to ensure a fully inclusive employee experience. For instance, we updated some of our HR procedures and practices to ensure that all new hires receive critical training related to D&I while existing employees and managers receive annual refresher workshops or training courses to keep these principles fresh in their minds. In 2023 Mercury’s Quality, Diversity and Inclusion team will be implementing quarterly initiatives to further educate our workforce around key topics.

Reduced bias training has been completed for executive managers and will continue to be rolled out to other mid-to-senior level managers. This is especially important for decision-making on new hires, employee development and nomination to leadership courses, performance target setting and feedback.

Mercury has elected to pay parents whose partner recently gave birth or adopted a child to full paid paternity leave.

We partner with organisations specialising in sourcing new hires from non-traditional groups to further increase the diversity of our workforce.





QUALITY EDUCATION



C. LEARNING AND DEVELOPMENT

Because our greatest asset is our people, it is our policy to recruit and train all staff from apprentices to qualified engineers, a policy that has kept many of them with Mercury since the company's earliest days.

As mentioned previously in this report, we operate in a very competitive market when it comes to attracting and retaining talent. From developing highly skilled experts to managers and supervisors who are ready to lead, we need to continuously deliver to ensure we have a pipeline of staff who are promotion-ready and competent to function at the next level at Mercury. We use our Performance Management Process to communicate performance expectations and later provide feedback on performance goal achievements. Our online Personal Development Plan tool helps employees complete a gap analysis and set priorities in developing their competencies to meet or exceed expectations.

In 2022 **we hired and held 65 new apprentices** to add to our 220 apprentices held previously rolling into 2022, therefore bringing our number of apprentices held to 285 for 2022 of which 15 are female. Regardless of the position or seniority of employees, Mercury continues to invest significantly in training. In total, **we registered 110,237.5 hours of training in 2022** (including EHS training, online training, classroom, workshops, online events, and other training). This represents an average of 32.4 hours per employee for the year.

Learning Platform

Mercury training and off-the-shelf external training is available on demand from our LinkedIn Learning platform and learning paths are available to our employees

to support their career development. This solution allows Mercury employees to learn in flexible ways accommodating their personal pace preferences and schedules.

Wide variety of Programmes and Courses

Mercury offers a variety of courses at all levels of the organisation:

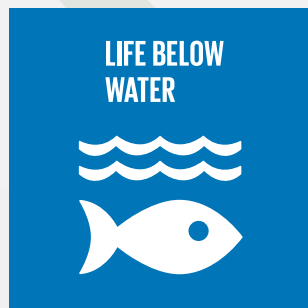
- Graduate programme
- Leadership Development programme for mid-senior level managers
- Educational Assistance programme offering employees the opportunity to further their education
- Scholarship programme (for trades after their apprentice period is completed)

Our learning programmes cover a large variety of topics, including:

- **Safety:** Supervisor training (SVSM), working at heights - “stop the drop” – avoiding falling hazards, Manual handling, MSP – behavioural.
- **Company-wide:** Diversity & Inclusion, Cybersecurity, GDPR requirements, Performance Management, Data protection.
- **Leadership effectiveness:** effective meetings, motivation of others, leading, empathy, staff retention, risk management.
- **Personal effectiveness:** time management, planning, work-life balance, problem-solving.
- **Soft skills:** negotiations, dealing with difficult people, conflict management, communicating difficult messages, critical thinking.
- **Specific:** construction management, BIM (Building Information Modelling), Revit.

Mercury's Apprentice Development Centre – which opened its doors in 2020 – is a purpose-built facility designed to train apprentices in a safe and adapted environment, away from the distractions and risks of any live construction site environment.

7. MINIMISING OUR ENVIRONMENTAL FOOTPRINT



“As a significant player in the construction industry, we recognise both the impact we have on current emissions and the importance of meaningfully reducing these.”

Mercury’s validated Science Based Target (SBT)

Mercury formally committed to setting a Science Based Target (SBT) in July 2021. Following on from this, Mercury underwent a full Scope 3 screening to get a comprehensive baseline of company emissions. Having spent months developing our SBT in line with criteria, and subsequently submitting to the Science Based Target Initiative (SBTi) for validation in March 2022, Mercury is proud to present the following Science Based Targets validated by the SBTi and published in January 2023:

- Mercury commits to reduce absolute scope 1 and 2 GHG emissions 22.5% by 2030 from a 2021 base year.
- Mercury commits that 77.4% of its suppliers by spend covering purchased goods and services, will have science-based targets by 2027.

Alignment to the Taskforce on Climate-Related Financial Disclosures (TCFD)

The Taskforce on Climate-Related Financial Disclosures (TCFD) is a framework which requires companies to disclose their climate risks & opportunities under the headings of governance, strategy, risk management, and targets & metrics. To ensure transparency, Mercury continues to address the impact of its climate-related risks & opportunities through its annual CDP submission and through our internal Risk Management processes.

Governance

As outlined in Section 3, our sustainability strategy and performance are overseen at the most senior level – the Board of Directors. This strategy is developed, implemented, and reviewed by the executive management team and sustainability champions from across the business.

As a leader in the construction industry, we recognise both the impact we have on current emissions and the importance of meaningfully reducing these.

Based on our verified assessment – according to standard ISO14064-3 – our total CO₂e emissions for the period 2022 in the Scope 1 and 2 we directly control (ref: GHG Protocol) was 1,871 tCO₂e (Market-Based) or 2,067 tCO₂e (Location-Based). In comparison with the previous year Location-Based emissions, this represents an increase of nearly double the emissions recorded from 2021, 866 tCO₂e (Market-Based) or 1,078 tCO₂e (Location-Based) however we can see an increase in the quality and quantity of data that is being collected and recorded compared to 2021. This will provide an



invaluable baseline to benchmark our emission data going forward, as the data is completely unique to Mercury we are currently unable to compare to that of our competitors or measure how our actions towards a more sustainable business affect this data until now.

Verified statement of Reasonable assurance of Mercury’s 2022 emissions data (according to ISO – 14064-3:2019 Specifications with Guidance for the Validation and Verification of Greenhouse Gas Statements)

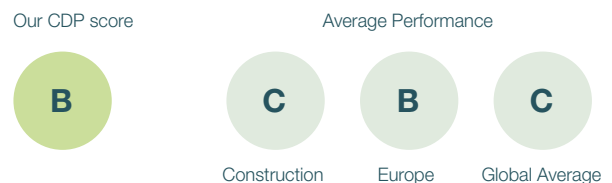
SCOPE OF EMISSIONS	TOTAL EMISSIONS 2022 (TCO2E)
Direct Emissions (Scope 1)	1,854
Indirect Emissions Location-Based (Scope 2)	213
Indirect Emissions Market-Based (Scope 2)	17
Other Indirect Emissions (Scope 3) - Purchased Goods & Services	45,139
Other Indirect Emissions (Scope 3) - Fuel-and-energy-related activities (not included in Scope 1 or 2)	460
Other Indirect Emissions (Scope 3) - Business Travel	2,751
Other Indirect Emissions (Scope 3) - Waste Generated in Operations	265
Other Indirect Emissions (Scope 3) - Employee Commuting	6,778
Other Indirect Emissions (Scope 3) - End of Life Treatment of Sold Product	12,238

Ecovadis Sustainability Raking

For the second year running, Mercury received a silver badge of recognition for our sustainability efforts from Ecovadis, the world’s largest provider of business sustainability ratings. Mercury improved by six points overall in our rating from last year, and ranked above the construction industry average in every category, ranking in the top 25% of companies audited on the platform.

Carbon Disclosure Project (CDP)

We have for a second year running, voluntarily participated in the Carbon Disclosure Project (CDP) and we have maintained a “B” score for our Climate Change Report 2022 for the period 2021 (the third highest possible score after A and A-). Our score reflects our unwavering commitment to transparency in our reporting and reducing greenhouse gas emissions.



Mercury received a B which is in the Management band. This is the same as the Europe regional average of B, and higher than the Construction sector average of C.

Going forward, Mercury is striving to move up to the Leadership band “A” and believes its recent efforts to set a Science Based Target will contribute to edging closer.

Decarbonisation Progress

Having submitted and had our carbon reduction targets verified and approved by the SBTi in January 2023, we now have a clear understanding of the targets we need to meet or exceed. We created a formal decarbonisation pathways document which is helping us plan and track our progress in reducing our carbon footprint accordingly.

Reporting

Apart from our annual CDP response, our internal sustainability and finance teams have collaborated to create a PowerBI dashboard with filters going from project level to group level reporting. This report helps our project leaders and managers make better decisions on projects considering the impact their decisions have on environmental outcomes.





Energy Consumption

The following table summarises the consumption of energy by Mercury for the period 2022³:

KPI NAME	KPI PERFORMANCE	KPI UNIT
Quantity of electricity (mains) used	2,992,284.33	kWh
Quantity of natural gas (mains) used	35,127.00	kWh
Quantity of red diesel used	34,699.00	Litres
Quantity of petrol used	20	Litres
Quantity of white diesel used	590,775.00	Litres
kgCO2e from energy use (all scopes)	2,890,204.48	KgCO2e

LEAN

Our LEAN practices and approaches enable us to avoid waste, save time, and improve safety by decluttering and decongesting our construction sites. Our suppliers have, for instance, removed packaging from delivered supplies and reused them. Other sustainable and safe practices that resulted from LEAN projects included using rechargeable lights and battery-operated tools.

Among the founding members of the Lean Council of Ireland, Mercury has developed a set of best practices to eliminate waste across multiple aspects of the business. Measurable value is added to sustainability and is available for peer and client review.

Mercury implements sustainable waste management plans on all projects to minimise waste generation.

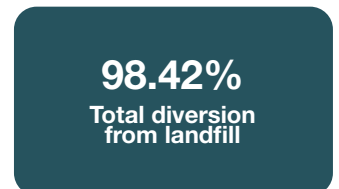
Waste Management

As a responsible builder, Mercury is committed to reducing its impact on key resources, including materials, by designing around circular economy principles and working with its supply chain to achieve construction waste reduction. Mercury implements sustainable waste management plans on all projects to minimise waste generation. The project teams work in interdisciplinary teams to put together a waste management framework: designers, procurement, site managers, logistics managers, material controllers. Each of them plays an important role in the responsible sourcing, storage and disposal of materials, from sustainable design, correct bill of materials, to material protection, and possible use and reuse. All projects worth more than €10 million measure and report on their major waste streams and set targets for reduction, reuse and recycling. Waste disposal is carried out in accordance with all regulations and company Environmental management system “EMS” certified safety management system ISO14001: 2015 Environment and OHSAS 18001:

2007 Safety Standards by British Standards Institute (BSI).

The 2022 waste management target was at least 80% diversion from landfill of the most important material flows: commingled waste, wood, metal, packing materials, hard plastic pipes and concrete. We have also invested in new data collection software to improve monitoring, reporting and definition of more accurate and realistic goals.

We managed to monitor our emissions resulted from waste generation and removal:



3. While Mercury is procuring a vast majority of its electricity from suppliers offering 100% renewable energy (i.e. market-based perspective), given Ireland’s renewable energy mix for electricity supply, it is estimated that – from a location-based stand point - 882MWh out of the 2,999MWh reported above came from a renewable source.

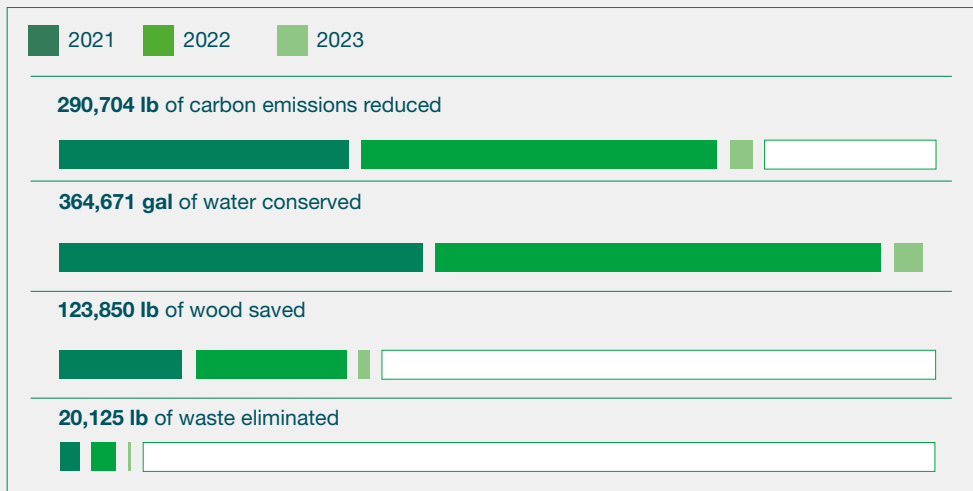


CO2 Emissions from Group Waste Management

Business Unit Name	kgCO2e from waste management (scope 3) (kgCO2e)	kgCO2e from waste landfilled/disposed (kgCO2e)
	Actual	Actual
Group Level Total		
Mercury Engineering	72,495.52	12,961.81
Critical Data Infrastructures	15,171.39	0.00
Data Centres & Building Services	33,842.67	2,840.95
Enterprise Data Centres	7,380.43	0.00
Head Office	470.22	0.00
Hyperscale Data Centres	15,630.80	10,120.86

ENVIRONMENTAL SAVINGS

Mercury: subcontractors' environmental savings





Water consumption on sites

To reduce indoor water usage by 20%, we strive to implement strategies like installing toilets with dual flush valves, reducing the water tap flow and by strictly monitoring the water consumption. We also advocate to our clients the use of the green vegetated roofs using native or adaptive plants that do not require significant irrigation and that can also reduce the heat island effect. Together with our clients, we have managed to implement rainwater harvesting systems so that we can use greywater for toilets and irrigation. Wherever possible, we recycle the grey water, and we use it for the wheel washers, or other dust control processes.

CASE STUDY: HYPERSCALE DATA CENTRE PROJECT



The team on this project have proven how efficient the waste management procedures are when applied since day one of the project. Mercury operates as a GC with a responsibility of sustainable removal of waste. The project team have allocated enough space for the recycling area, using visible, bilingual signage. The waste is segregated on site and transported to the waste facilities by authorised companies. The waste plants have been carefully selected as the project is subject to a LEED certification process. **The results for 2022 are impressive, with a 96% recycling rate.** Total waste tonnage was 3335, 537 and 3204,887 tonnes recycled. The new data collection software is updated in real-time with each waste collection.

All water coolers in our head office in Sandyford have been connected directly to the water mains to avoid the waste of water in containers trucked to and away from a building to stock coolers. We have also chosen to plant more native trees and shrubs around our building which are more attuned to the natural water available in the area and as such does not make high demands on limited water supplies like non-native vegetation is prone to do.

Other environmentally driven actions in 2022 and beyond:

Environmental Awareness Webinars

To raise awareness across the whole organisation, we have hosted a series of webinars that were available to employees in person. Recordings were made available to those who were unable to attend. These involved subject matter experts within our business on different topics such as environment, green supply chain and more, coupled with guest speakers such as sustainability experts.

Sustainable IT at Mercury

In support of “Our Planet, Our Duty”, we have incorporated sustainability into our IT policies and practices, tracking specific KPIs to contribute toward the reduction of Mercury’s carbon footprint. Our ethos is to Reduce, Reuse, Reimage and Recycle.

- Reduce: Printing usage is tracked by quarter for each site and office location allowing management to understand their teams’ usage trends and drive reductions where possible.
- Reuse: New hardware is only procured when a piece of equipment has reached the end of its lifespan. When employees move on, their equipment is reassigned to another employee.
- Reimage: We now deliver reimaging of laptops remotely which has reduced travel requirements for our IT team, thereby reducing carbon emissions for car and flight journeys.
- Recycle: Responsible recycling of IT equipment is crucial to ensure chemicals such as lead, mercury and cadmium aren’t released into water or air. We work with partners to ensure our IT equipment is recycled in an appropriate manner.

Climate Related Scenario analysis

Mercury has conducted both a transitional scenario analysis and a physical climate scenario analysis, results of which have influenced Mercury's strategy and its financial planning.

Mercury conducted a transitional scenario analysis using the IEA NZE 2050 scenario, which brings energy-related carbon dioxide emissions to net zero by 2050 and gives the world an even chance of limiting the global temperature rise to 1.5oC. This was a qualitative analysis where Mercury reviewed the policy milestones from 2025-2050 within this scenario to identify if any material risks or opportunities would arise. The milestones which were most relevant to Mercury were:

- Retrofit of existing buildings to zero-carbon-ready levels
- Phasing out of internal combustion engine sales and increase of electric vehicles
- Decarbonisation of heavy industry (which relates to manufacturers of building materials Mercury uses)

Mercury conducted their physical scenario analysis using the RCP 8.5 scenario. RCP 8.5 refers to the concentration of carbon that delivers global warming at an average of 8.5 watts per square meter across the planet. The RCP 8.5 pathway delivers a temperature increase of about 4.3oC by 2100, relative to pre-industrial temperatures. This was a qualitative analysis where Mercury reviewed the high-level impacts within this scenario to identify if any material risks or opportunities would arise. The impacts which were most relevant to Mercury were:

- The increasing frequency of severe weather events, in particular flooding, heat waves, storms, and high winds
- Sea level rise
- Increased water scarcity
- Risk to critical infrastructure, in particular transport infrastructure
- Migration of people due to presently densely populated areas becoming unsafe or uninhabitable

Strategy

Climate risk is a key topic within the environmental focus area of our sustainability strategy. Some of the risks associated with climate change and the potential impact on the business can be grouped as follows: Current Regulation, Emerging Regulation, Technology, Legal, Market, Reputation, Acute Physical and Chronic Physical. This contrasts with some of the opportunities climate risk present to our business, such as Resource Efficiencies, Technological, Lower emission energy sources, Increased Sales, Competitive differentiator, Recruitment and retention.

Targets & Metrics

Mercury is proud to present the following Science Based Targets validated by SBTi and published in January 2023:

- Mercury commits to reduce absolute scope 1 and 2 GHG emissions 22.5% by 2030 from a 2021 base year
- Mercury commits that 77.4% of its suppliers by spend covering purchased goods and services, will have science based targets by 2027

Mercury has been measuring and reporting its carbon footprint since 2019, the above targets now allow us measurable objectives to actively work towards to achieve and provide clear goals for the company.

Risk Management

Our EHS Team have ownership surrounding the identification, monitoring, and tagging of ESG risks for our Risk register. Quarterly risk reviews take place within the EHS team and wider applicable departments surrounding these risks to ensure they are effectively monitored and actioned upon if necessary. An additional review then takes place between the Corporate Risk group and various Group Functions & Operational Business Units along with the EHS Team to ensure companywide awareness of these ESG risks. Within these quarterly reviews, the overarching risks are discussed and quantified from a sustainability standpoint but also a day-to-day and regulatory view to ensure compliance.

Our EHS team deem the criticality of each risk identified, by assessing the base of the level of impact that may occur on operational, financial, reputational, sustainable, and strategic activities of Mercury.

This is measured by the likelihood of the identified risk occurring based off a scale of 1 to 5 where “1” would be considered “Rare” with a likelihood of occurring of less than 10%, gradually up to “5” for “Almost certain” with a likelihood above 90%. The importance of each risk is then consolidated and rated considering both impact and likelihood on a scale from 1 to 5 from insignificant to severe importance. The evaluation grid also prioritises each of these risks across a short-, medium- and long-term period.

Some of the climate-related risks identified by our risk management process include:

- Changing temperature (impact on construction materials, heating/cooling equipment and energy efficiency)
- Changing customer behaviour (move to lower carbon solutions)
- Substitution of existing products and services with lower emissions options
- Mandates on and regulation of existing products and services (incl. EU Taxonomy, CSRD and SFRD)

For each of these risks, Mercury is actively investing and taking practical steps to address or mitigate them. For example, requesting the supply of Environmental Product Declarations (EPDs) from suppliers is one action that contributes to addressing all the above.



8. MAINTAINING RESPONSIBLE PARTNERSHIPS

RESPONSIBLE
CONSUMPTION
AND PRODUCTION



DECENT WORK AND
ECONOMIC GROWTH



“We are actively engaged in conversations with our supply chain about the importance of working together towards zero emissions.”

Our CDP emissions disclosure highlights that the emissions generated by Mercury’s supply chain are notably more significant than Mercury’s direct emissions. We are actively engaged in conversations with our supply chain about the importance of working together towards zero emissions.

Besides environmental considerations, our supply chain maintains a substantial influence over social matters such as what we consider responsible work practices.

Engaging with our supply chain partners is crucial as we continue our sustainability journey – setting targets for ourselves and our projects, while holding our supply chain partners accountable with regards to ESG matters under projects they are responsible for. In this context, we believe we have both a duty and a capacity – through strong governance and aligned procurement practices – to positively influence the ESG impact and performance of our subcontractor partners and suppliers.

A cornerstone to the establishment of responsible partnerships is Mercury’s Code of Conduct for Suppliers and Subcontractors. The document outlines our requirements and expectations from our supply chain partners in key areas of business practices including regulatory compliance, anti-bribery and corruption, modern slavery, and fair competition. Suppliers and Subcontractors are expected to commit to the requirements contained in this document. While we will allow a certain period of adaptation and encourage compliance, we will take appropriate action to ensure this minimum alignment of commitment is achieved.



Third party verification

Asking key value chain partners to participate in completing an annual survey questionnaire hosted on a third-party platform offers the benefits of being able to understand the strength that the aggregate outcomes bring to project execution. It also helps to understand any risks which may not have been evaluated yet – as it relates to the activities that value chain partners complete under our leadership as a general contractor.

The verification process requires each answer in the questionnaire to be backed up by a document or website link upload, which is reviewed by three different assessors after questionnaire submission. The aggregate score covers four key areas in sustainability, namely policies, actions and tracked KPIs across environmental outcomes, labour and human rights, ethics and sustainable procurement. The graphic below shows the aggregate score across 64 key value chain partners which is 56.4. Compared to the benchmark from the platform, these 64 companies outperform the benchmark by almost 26%. The areas of relative strengths and potential weaknesses can also be reviewed in order to engage with specific value chain partners on their own performance and continued performance improvement initiatives.

SCORED SUPPLIERS	OVERALL SCORE	ENV	LAB	FBP	SUP
64	56.4 EcoVadis 44.9	58.8 44.9	58.8 47.7	53.8 43.0	49.5 37.0

Specific sustainability themes can also be viewed from a reporting perspective:

CSR KPI	VALUE CHAIN PARTNER PERFORMANCE
Policy of corruption	78%
Actions on energy consumption & GHGs	72%
ISO 14001 certified (at least one operational site)	63%
Audit or assessment of suppliers on CSR issues	63%
Active whistleblower procedure in place	59%
Actions to prevent discrimination and/or harassments	53%
Reporting on energy consumption or GHGs	48%
Reporting on CO2 emissions	45%

From commitment to performance assessment

Top-tier partners Ecovadis & CDP disclosures

Starting in 2022, Mercury targeted to have 80% of Tier One Value Chain partners (based on 75% spend over 2021) complete an Ecovadis assessment. The targeted Tier One group consisted of 104 subcontractors and suppliers and over the course of 2022, 63 Ecovadis questionnaires were completed.

78% of the survey respondents have policies on corruption, 72% are taking action on GHG, and 48% are reporting on GHG.

To measure upstream partner improvements over time, Mercury also plans to engage with its top tier partners in 2023 to encourage them to voluntarily disclose their carbon emissions through the CDP platform.

Project Internal Audits

Internal project audits include several ESG areas such as labour and EHS. In parallel, an analysis of practices and ethical credentials of agencies we partner with take place during onboarding of new supply chain partners and thus far no major corrective actions have been registered.

9. WELL-BEING OF LOCAL COMMUNITIES

Our Planet, Our Duty lays the foundation, helping us to have meaningful impacts in all communities where we operate.

Acting on our fourth sustainability duty, through financial contributions, collaborations with non-profit organisations local to our sites, and employee volunteerism, Mercury brings positive, lasting change to communities across Europe.

In addition to corporate giving, Mercury also supports local communities through volunteer activities by local employees. Our volunteering policy allows Mercury employees up to two paid working days for volunteer work. For 2023 we have increased our focus and aim to have an established partnership with more local non-profit organisations, we look for more team opportunities where Mercury volunteers can contribute their efforts - helping in ways that go beyond donating money.

Our 2022 giving approach

Our 2022 plan set out to ensure we were supporting local non-profit organisations across all the locations where we engage in construction activities in a way that aligns with our level of presence at each location and shows alignment with the seven UN SDGs (United Sustainable Development Goals) we targeted.

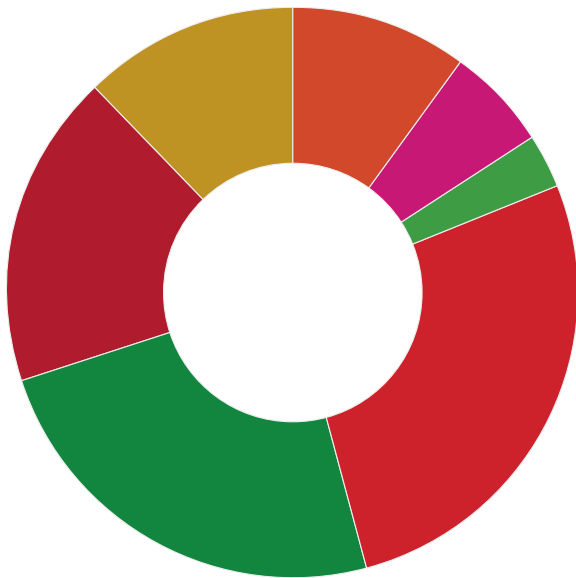
 <p>NO POVERTY</p>	<p>End poverty in all its forms everywhere.</p>
 <p>ZERO HUNGER</p>	<p>End hunger, achieve food security, improved nutrition and promote sustainable agriculture.</p>
 <p>QUALITY EDUCATION</p>	<p>Ensure inclusive and equitable quality education. Promote lifelong learning opportunities for all.</p>
 <p>GOOD HEALTH AND WELL-BEING</p>	<p>Ensure healthy lives and promote well-being for all at all ages.</p>
 <p>GENDER EQUALITY</p>	<p>Achieve gender equality and empower all women and girls.</p>
 <p>REDUCED INEQUALITIES</p>	<p>Reduce inequality within and among countries.</p>
 <p>LIFE ON LAND</p>	<p>Protect, restore and promote sustainable use of terrestrial eco-systems. Halt and reverse land degradation and biodiversity loss.</p>



Our corporate giving has benefited the work of over 40 non-profit organisations across 10 countries during the last year and we spent EUR 400,000 in corporate giving to create a lasting impact in the most needed areas.

Our process of sourcing, vetting and engaging with non-profit organisations aims to manage any risks related to misrepresentation or malpractices around spending of donations.

CSR Corporate giving alignment with UN SDGs



27% NO POVERTY

24% GOOD HEALTH AND WELL BEING

18% QUALITY EDUCATION

12% ZERO HUNGER

10% GENDER EQUALITY

6% REDUCED INEQUALITIES

3% LIFE ON LAND

LIFE ON LAND

CASE STUDY:

Life on Land – Protect, restore, and promote sustainable use of terrestrial ecosystems, and halt and reverse land degradation and halt biodiversity loss.

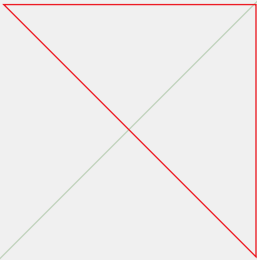
We supported two organisations based in Denmark, The Danish Nature Foundation and The Danish Society for Nature Conservation, both of whom have a mission to create natural habitats and protect endangered species.

Copenhagen | DK - The Danish Society for Nature Conservation, *Danmarks Naturfredningsforening*

The Danish Society for Nature Conservation work to protect the Barn Owl. Denmark’s smallest owl species and only the size of a blackbird, it is estimated that there are only 13 breeding pairs left in Denmark. The group works to convert agricultural land into suitable natural habitats for this species, and thanks to Mercury’s support more Barn Owls have already been relocating to this safe habitat. The owls require special nesting conditions to reproduce and GPS trackers which provide valuable information and assist conservationists when planning further protective measures.

Engelsholm Sønderskov | DK - The Danish Nature Foundation, *Den Danske Naturfond*

Mercury’s donation enabled The Danish Nature Foundation to purchase a parcel of land at Engelsholm Sønderskov, located northwest of Odense. This area will provide a home for a number of endangered species, including the Great Horned Owl, the Forest Marten, the Woodpecker, and many more. The foundation has selected to allow this land to develop freely as a natural habitat. The donation of 3.090 square metres will help the foundation continue to create more habitats for animals and plants, while giving the public access to memorable nature experiences.



10. MERCURY 2022 REPORTING INDEX

This reporting index provides a summary of where content can be found in the report or publicly available on Mercury's website. The GRI 2 (General Disclosures 2021 updated) standard has been used as a basis for the report structure.

The GRI Standards are the most widely used sustainability reporting standards in the world and the Global Reporting Initiative (GRI) supports the communication of organisational impact on issues such as climate change and human rights. Using the GRI standards helps to improve understanding of these impacts and issues.

Item	Disclosure	References and comments
GRI 2 - General Disclosure		
2-1	Organisational details	Mercury Engineering Ltd. Ref. 2. About Mercury, of this report
2-2	Entities included in the organisation's sustainability reporting	Ref. Section 11 and 12 of this report
2-3	Reporting Period, frequency and contact point	Ref. 2. About Mercury, page 3
2-4	Restatements of information	None
2-5	External assurance	Clearstream Solutions verifies Mercury Engineering's emissions data according to ISO 14064-3 (GHG verification standard). Mercury's Science Based Target was verified by the Science Based Targets initiative (SBTi)
2-6	Activities, value chain and other business relationships	Ref. Section 2 of this report. More details also available at https://www.mercuryeng.com/about-us/
2-7	Employees	Ref. Section 6.b. of this report
2-8	Workers who are not employees	Ref. Section 6.b. of this report
2-9	Governance structure & composition	Ref. Section 3 of this report Partly not disclosed. Confidentiality constraints
2-10	Nomination and selection of the highest governance body	Not disclosed. Confidentiality constraints
2-11	Chair of the highest governance body	Mercury's CEO is not the chairman of its Board of Directors
2-12	Role of the highest governance body in overseeing the management of impacts	Ref. Section 3 of this report https://www.mercuryeng.com/about-us/values/ for more details on values
2-13	Delegation of responsibility for managing impacts	Ref. Section 3 of this report
2-14	Role of the highest governance body in sustainability reporting	Ref. Section 3 of this report
2-15	Conflicts of Interest	Ref. Section 3 of this report
2-16	Communication of critical concerns	Ref. Section 3 of this report. No grievances recorded in 2022.
2-17	Collective knowledge of the highest governance body	Ref. Section 3 of this report as it relates to staff training. As it stands, members of the Board of Directors that are not employees of Mercury have not received any training specific to sustainable development

Item	Disclosure	References and comments
GRI 2 - General Disclosure		
2-18	Evaluation of the performance of the highest governance body	Ref. Section 6.b of this report, paragraph “Fair Remuneration process” details the performance evaluation process valid for all employees including the Executive Management Team. However, this does not apply to the performance of the Board of Directors
2-19	Remuneration policies	The Executive Management Teams’ compensation consists of basic salary, short- and long-term bonus plans, and transport options, details of which are not disclosed due to confidentiality constraints.
2-20	Process to determine remuneration	Ref. Section 6.b of this report
2-21	Annual total compensation ratio	The 2022 ratio of the annual total compensation for Mercury’s highest paid employee to the median (avg taken) annual total compensation for all employees = 12:1 The 2022 ratio of the percentage increase in annual total compensation for highest paid employee to the median (avg taken) percentage increase in annual total compensation for all employees is 0:5
2-22	Statement on sustainable development strategy	Ref. Section 1 of this report
2-23	Policy commitments	Ref. Section 3 of this report. Ref. Mercury Responsible Business and Sustainability Policy Statement: https://www.mercuryeng.com/wp-content/uploads/2021/12/2021-Sustainability-Policy-Statement.pdf
2-24	Embedding policy commitments	Ref. Mercury Responsible Business and Sustainability Policy Statement: https://www.mercuryeng.com/wp-content/uploads/2021/12/2021-Sustainability-Policy-Statement.pdf
2-25	Processes to remediate negative impacts	Ref. The Mercury Code of Business Conduct: https://www.mercuryeng.com/wp-content/uploads/2019/06/Code-of-Conduct.pdf Grievances and the grievance process are regularly reviewed by a committee comprising of representatives from Human Resources, Sustainability, Compliance and Legal departments together with Senior Executives. The 2022 review prompted a review and subsequent changes to the Protected Disclosure mechanisms
2-26	Mechanism for seeking advice and raising concerns	Ref The Mercury Code of Business Conduct: https://www.mercuryeng.com/wp-content/uploads/2019/06/Code-of-Conduct.pdf , specifically chapter 13 “Speaking-up”
2-27	Compliance with laws and regulations	Full Compliance. No fines.
2-28	Membership Associations	Ref. Section 11 of this Report
2-29	Approach to stakeholder engagement	Ref. Section 5 of this Report
2-30	Collective bargaining agreements	Ref. Section 6.b of this Report. All of our 6,000 strong “trade” contingent - which besides a majority of Contractors also includes over 1,000 Mercury employees and over 700 agency workers - are covered under their respective Sectoral agreements (i.e., about 79% of individuals working directly or indirectly for Mercury). Mercury’s other “non-trade” salaried employees (about 1,600) are all entitled and availing of private health and pension contributions. GRI 3: Material Topics
3-1	Process to determining material topics	Ref. Section 5 of this Report, chapter “Materiality assessment renewal process”
3-2	List of material topics	Ref. Section 5 of this Report, Materiality Matrix
3-3	Management of material topics	Ref. Section 5 of this Report, chapter “Materiality assessment renewal process”
GRI 201: Economic Performance		
201-1	Direct economic value generated and distributed	Mercury is a private company that rarely discloses its financials for confidentiality reasons. - Revenue: EUR 1.7Bn - YoY Revenue Growth: 15% - Staff costs: EUR 237.2m

Item	Disclosure	References and comments
GRI 201: Economic Performance		
201-2	Financial implications and other risks and opportunities due to climate change	Ref. Section 7 of the report "Minimised environmental footprint"/ Risks & Opportunities. In addition to the quarterly risk review process described in the above-mentioned section, Mercury also maintains a Business Continuity Plan (BCP) more operationally focused on the immediate response to weather events such as flooding, extreme temperatures, or high winds.
201-3	Defined benefit plan obligations and other retirement plans	Not applicable
201-4	Financial assistance received from the government	Mercury received a grant of EUR 36,000 in October 2022 from Enterprise Ireland (governmental agency of the Republic of Ireland) for assistance in relation to specific sustainability initiatives. Mercury is a privately held company with no shareholding from any government.
GRI 202: Market Presence		
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Almost all of Mercury's waged employees are based in Ireland (98.2%). All are paid according to the relevant Sectoral Employment Orders Ref. Section 6.b. "Being an employer of choice" / Diversity, inclusion and equality / Fair remuneration process. The nature of our business is transitory and as such Mercury hires people locally for vacancies available, while most senior management due to their nature are permanent and see little turnover, we do promote internally first where possible.
202-2	Proportion of senior management hired from the local community	The temporary nature of construction projects is incompatible with the hiring and retention of permanent senior management from the local community at construction sites
GRI 203: Indirect Economic Impacts		
203-1	Infrastructure investments and services supported	Mercury is commercially engaged in the construction of some infrastructure projects such as hospitals. While its services enable the realisation of such projects – some of which have significant positive impact on the community at local, regional or even national level – Mercury does not directly invest nor hold any stake in these projects.
203-2	Significant indirect economic impacts	Ref. Section 9 of this Report. Mercury has donated EUR 400,000 to various charitable organisations as part of its Corporate Giving initiative.
GRI 204: Procurement Practices		
204-1	Proportion of spending on local suppliers	Over 90% of our Irish projects rely on Irish or EU suppliers
GRI 205: Anti-Corruption		
205-1	Operations assessed for risks related to corruption	Risk management processes result in frequent risk reviews on projects and on corporate functions. Specific attention is given to any new business opportunity and more specifically any country where Mercury has not previously performed any work. Ratings are performed at minimum on a quarterly basis and mitigation or avoidance actions are documented for every high rating observed. All details are logged as part of the risk management procedure and made available for internal audits. While potential risk may have been a factor in declining some engagements, there was no significant risk specifically related to corruption identified with any of the engagement Mercury was actively participating in 2022.
205-2	Communication and training about anti-corruption policies and procedures	Ref. Section 3 of this Report "Governance" as well as https://www.mercuryeng.com/about/governance . All Mercury employees and its Board Members have received training related to the company's Code of Conduct addressing anti-corruption matters. This training is required upon joining the organisation and a refresher training is required every year.
205-3	205-3 Confirmed incidents of corruption and actions taken	No issues recorded

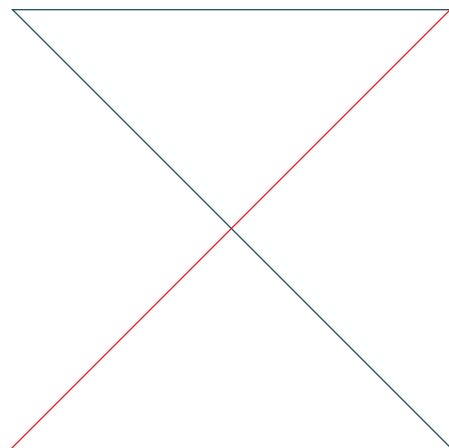
Item	Disclosure	References and comments
GRI 206: Anti-Competitive Behaviour		
206-1	Legal actions for anti-competitive behaviours, anti-trust, and monopoly practices	No issue recorded
GRI 207: Tax		
207-1	Approach to Tax	Information not disclosed. Confidentiality constraints
207-2	Tax governance, control, and risk management	Information not disclosed. Confidentiality constraints
207-3	Stakeholder engagement and management of concerns related to tax	Information not disclosed. Confidentiality constraints
207-4	Country-by-country reporting	Information not disclosed. Confidentiality constraints
GRI 301: Materials		
301-1	Materials used by weight or volume	Not applicable
301-2	Recycled input materials used	97% of our waste is diverted from landfill
301-3	Reclaimed products and their packaging materials	Not applicable
GRI 302: Energy		
302-1	Energy consumption within the organisation	Ref. Section 7 of the report "Minimised environmental footprint"/ Energy Consumption
302-2	Energy consumption outside of the organisation	Information unavailable
302-3	Energy Intensity	The energy intensity for Mercury for period 2022 (Ref. Energy Consumption disclosed in Section 7) is 0.00426 kWh per Euro of Revenue
GRI 302: Energy		
302-4	Reduction of energy consumption	Mercury's Energy consumption increased in 2022 compared to 2021, however, we saw an increase in our data quality and quantity record. There was also still a lingering Covid-19 impact as staff present in the office increased again in 2022 compared to prior years.
302-5	Reductions in energy requirements of products and services	Not applicable
GRI 303: Water and Effluents		
303-1	Interactions with water as a shared resource	Mercury's activities on construction sites require the use of some water. The water is generally withdrawn from the site's own connection to the public water supply system where available, or water tanks otherwise. Its use generates grey water generally discharged through the wastewater (public sewage) system and/or surface water. At the moment the quantities are not tracked as it would – in most cases – require specific sub-metering given Mercury is rarely the sole water user on a site.
303-2	Management of water discharge-related impacts	Mercury complies with regulations ensuring water discharges do not contaminate local surface or groundwater.
303-3	Water withdrawal	Ref. Disclosure 303-1
303-4	Water discharge	Ref. Disclosure 303-1
303-5	Water consumption	In 2022 Mercury's HQ and other offices consumed an estimated 1,084.259m ³ or 1,084,259 litres of water (based on HQ water consumption data and extrapolated for the other offices). As per disclosure 303-1, water consumption quantities are not currently tracked at construction sites.

Item	Disclosure	References and comments
GRI 304: Biodiversity		
304-1 & 304-2	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas, and significant impacts of activities, products and services on biodiversity.	An environmental assessment is conducted for every construction project before it is allowed to commence. This is a standard procedure that includes concerns related to potential biodiversity impact – essentially of the immediate terrestrial ecosystem. No issues related to biodiversity were flagged in 2022.
304-3	Habitats protected or restored	Ref. Mercury's 2022 CSR Report "Embracing local communities", p.9 "Life on Land" relating to the support of The Danish Society for Nature Conservation and The Danish Nature Foundation. https://www.mercuryeng.com/wp-content/uploads/2022/12/131222_CSR-Sustainability_Interactive-rev-final.pdf
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Ref. Mercury's 2022 CSR Report "Embracing local communities", p.9 "Life on Land" relating to the support of The Danish Society for Nature Conservation and The Danish Nature Foundation. https://www.mercuryeng.com/wp-content/uploads/2022/12/131222_CSR-Sustainability_Interactive-rev-final.pdf
GRI 305: GHG Emissions		
305-1	Direct (Scope 1) GHG Emissions	Ref. Section 7 "Minimised environmental footprint".
305-2	Energy indirect (Scope 2) GHG Emissions	Ref. Section 7 "Minimised environmental footprint".
305-3	Other Indirect (Scope 3) GHG Emissions	Ref. Section 7 "Minimised environmental footprint".
305-4	GHG emissions intensity	Ref. Section 7 "Minimised environmental footprint".
305-5	Reduction of GHG Emissions	Ref. Section 7 "Minimised environmental footprint".
305-6	Emissions of ozone-depleting substances (ODS)	Mercury's activity does not produce any ODS. It was noted however that the air conditioning system used in some of our premises generates a small amount of substitute ODS known as Fluorinated gases or F-gases. These are being accounted for under our GHG/CO2e footprint.
305-7	Nitrogen oxides (Nox), Sulphur oxides (SOx), and other significant air emissions	As it stands there is no measurement of these emissions taking place, with the exception of our own fleet of vehicles. The vehicles-related measurements did not record any such emissions.
GRI 306: Effluents and Waste		
306-1	Waste generation and significant waste-related impacts	Recycling partners are selected based on the rate of recycling (i.e. stated material recovery efficiency), the distance to the origin of the waste and the fact that waste may be used for energy/heat.
306-2	Management of significant waste related impacts	Ref. Section 7 of the report "Minimised environmental footprint"/ Savings from using Digital Solutions.
306-3	Waste generated	Ref. Section 7 13,165.32 Tonnes generated
306-4	Waste diverted from disposal	Ref. Section 7 10,663.91 Tonnes recycled
306-5	Waste directed to disposal	Ref. Section 7 208.01 Tonnes directed to disposal
GRI 308: Supplier Environmental Assessment		
308-1	New suppliers that were screened using environmental criteria	Ref. Section 5 of the report "Our Stakeholder engagement"/Suppliers Ref. Section 8 of the report "Maintaining Responsible Partnerships"/ Ecovadis
308-2	Negative environmental impacts in the supply chain and actions taken	No flag in 2022
GRI 401: Employment		
401-1	New employee hires and employee turnover	894 employees joined in 2022 and 775 employees left the company in 2022.

Item	Disclosure	References and comments
GRI 401: Employment		
401-2	Benefits provided to full-time employees that are not provided to temporary or part time employees	Ref. Section 6 of the report “Being an employer of choice” As of 2022, all salaried employees now avail of pension contributions and health insurance. This also includes our part-time employees. Agency worker conditions may vary according to their employer’s contract. Mercury has elected to pay parents whose partner recently gave birth/ adopted full paid paternity leave.
401-3	Parental leave	Mercury’s parental leave policy outlines how an employee may be eligible to apply for the statutory 26 weeks unpaid parental leave available to employees within Ireland and the EU.
GRI 402: Labour/Management Relations		
402-1	Minimum notice periods regarding operational changes	Mercury adheres to the statutory redundancy notice periods, which is dependent on length of service
GRI 403: Occupational Health & Safety		
403-1	Occupational health and safety	Ref. Section 6.a., “Being an employer of choice”/EHS
403-2	Hazard identification, risk assessment, and incident investigation	Ref. Section 6.a., “Being an employer of choice”/EHS
403-3	Occupational health services	Ref. Section 6.a., “Being an employer of choice”/EHS
403-4	Worker participation, consultation and communication on occupational health and safety	All training applies to the whole team working on-site, regardless of whom their employer is. All workers on-site are rewarded for safe behaviour.
403-5	Worker training on occupational health and safety	Ref. Section 6.a., “Being an employer of choice”/EHS, also Section 6.b related to Safety training
403-6	Promotion of worker health	Ref. Section 6.a., “Being an employer of choice”/EHS
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Ref. Section 6.a., “Being an employer of choice”/EHS
403-8	Workers covered by an occupational health and safety management system	Every single individual accessing a site controlled by Mercury is registered on the H&S Management system, with no exception.
403-9	Work-related injuries	Zero fatality in 2022. 2 Recordable events “over 3 days absence”. No differentiation whether individuals are direct employees or not.
403-10	Work-related ill health	No fatalities recorded in 2022 regardless of employee status.
GRI 404: Training & Education		
404-1	Average hours of training per year per employee	35hrs average per employee, 30% higher than expected for 2022
404-2	Programmes for upgrading employee skills and transition assistance programmes	Ref. Section 6.c. “Being an employer of choice”/Learning & Development.
404-3	Percentage of employees receiving regular performance career development reviews	Every employee is required to receive a review at least once a year. No exception.
GRI 405: Diversity & Equal Opportunity		
405-1	Diversity of governance bodies and employees	Ref. Section 6.b. “Being an employer of choice” / Diversity, inclusion and equality.
405-2	Ratio of basic salary and remuneration of women to men	On aggregate, there is no disparity between the total remuneration of men and women, noting there are currently less women in senior roles.
GRI 406: Non-Discrimination		
406-1	Incidents of discrimination and corrective actions taken	Mercury recorded no formal “Dignity at work” complaints in 2022.

Item	Disclosure	References and comments
GRI 407: Freedom of Association and Collective Bargaining		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	All of our 6,000 strong “trade” contingent - which besides a majority of Contractors also includes over 1,000 Mercury employees and over 600 agency workers - are covered under their respective Sectoral agreements (i.e. about 79% of individuals working directly or indirectly for Mercury). Mercury’s other “non-trade” salaried employees (about 1,600) also have the right to freedom of association and collective bargaining. Regarding the staff at Mercury’s other suppliers, our Risk Management process considers most of them - located in the EU - to be at very low risk. Mercury has a small number of suppliers in Turkey, a country identified as a higher risk location by our Risk Management process.
GRI 408: Child Labour		
408-1	Operations and suppliers at significant risk for incidents of child labour	Ref. The Mercury Code of Business Conduct: https://www.mercuryeng.com/wp-content/uploads/2019/06/Code-of-Conduct.pdf Also addressed in Section 8 of the report “Maintaining Responsible Partnerships”
GRI 409: Forced or Compulsory Labour		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Ref. The Mercury Code of Business Conduct: https://www.mercuryeng.com/wp-content/uploads/2019/06/Code-of-Conduct.pdf Also addressed in Section 8 of the report “Maintaining Responsible Partnerships”
GRI 410: Security Practices		
410-1	Security personnel trained in human rights policies or procedures	Not applicable
GRI 411: Rights of Indigenous Peoples		
411-1	Incidents of violations involving rights of indigenous peoples	Not applicable
GRI 413: Local communities		
413-1	Operations with local community engagement, impact assessments, and development programmes	Ref. The Mercury Code of Business Conduct: https://www.mercuryeng.com/wp-content/uploads/2019/06/Code-of-Conduct.pdf Also addressed in Section 8 of the report “Maintaining Responsible Partnerships”
413-2	Operations with significant actual and potential negative impacts on local communities	An environmental assessment is conducted for every construction project before it is allowed to commence. This is a standard procedure that includes concerns related to potential negative impact on local communities. In addition, levels of noise and dust are monitored during the length of the project. Any issue proactively identified or raised by the community is addressed immediately. No issue of any significance was recorded in 2022.
GRI 414: Supplier social assessment		
414-1	New suppliers that were screened using social criteria	Ref. Section 5 of the report “Our Stakeholder engagement”/Suppliers
414-2	Negative social impacts in the supply chain and actions taken	Ref. Section 5 of the report “Our Stakeholder engagement”/Suppliers Ref. Section 8 of the report “Maintaining Responsible Partnerships”
GRI 415: Public Policy		
415-1	Political contributions	None
GRI 416: Customer Health and Safety		
416-1	Assessment of health and safety impacts of product and service categories	Ref. Section 6.a. of this Report “Being an employer of choice”/EHS
416-2	Incidents of non-compliance concerning health and safety of products and services	Ref. Section 6.a. of this Report “Being an employer of choice”/EHS

Item	Disclosure	References and comments
GRI 417: Marketing and Labelling		
417-1	Requirements for product and service information and labelling	Not applicable
417-2	Incidents of non-compliance concerning product and service information and labelling	Not applicable
GRI 417: Marketing and Labelling		
417-3	Incidents of non-compliance concerning marketing communications	Not applicable
GRI 418: Customer Privacy		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	No breaches regarding customer privacy



11. OUR ISG PARTNERS



12. OUR CSR PARTNERS



ENTITIES COVERED BY THIS REPORT

Mercury's 2022 report consolidates information from all entities under its control. These are listed below.

Country	Name of the Company
Austria	Mercury Engineering Austria GmbH
Belgium	Mercury Engineering Belgium SRL
Denmark	Mercury Engineering ApS
France	Mercury Engineering France SAS
Germany	Mercury Engineering GmbH
Israel	Mercury Engineering Israel Ltd (English), .MEI Mercury Engineering Israel Ltd (Hebrew)
Italy	Mercury Engineering Italy S.R.L.
Netherlands	Mercury Engineering BV
Poland	Mercury Engineering Polska Sp. z o.o.
Portugal	MERCURYENG Unipessoal, Lda
Republic or Ireland	Mercury Engineering Unlimited Company
Spain	Mercury Engineering and Building Services Spain SLU
Sweden	Mercury Engineering Sweden AB
Switzerland	Mercury Engineering Switzerland GmbH
Turkey	MERCURY ENGINEERING MÜHENDISLIK ANONİM ŞİRKETİ
United Kingdom	Mercury Engineering and Building Services Limited



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OUR DUTY.



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