



Together for Zero

Sustainability Report 2022

About this Report

This Sustainability Report covers information and data from Actavo Group and all entities under its control worldwide for the calendar year 2022 (coinciding with its financial year 2022). Actavo has prepared this report with reference to the Global Reporting Initiative (GRI), the global best practice standards for sustainability reporting. The report reflects our group-wide sustainability strategy.

Date published November 2023



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Welcome from the CEO

I am immensely proud to share with you our first annual Sustainability Report, underpinned by all our core values – Live Safety, Perform as a Team, Deliver Operational Excellence, Focus on Customer Experience, and Operate Sustainably.

Actavo operates across multiple disciplines in various regions, with a diverse range of clients, partners and sub-contractors. Our new strategic direction focuses on collectively achieving 'Sustainable Growth' – this spirit of working together to achieve our goals is intrinsic to our success.

With this in mind, we set out our vision for our sustainability journey, as a team, under the banner 'Together for Zero'. We recognise that all our sustainability endeavours, whether regarding our governance, workforce, marketplace, community or the environment, are a team effort – that we cannot achieve our goals without the help of our people, our clients, our many stakeholders and the communities in which we operate.

Our zero harm ethos is deeply embedded in our EHS culture. It focuses on the safety of our people and everyone we interact with, care for property, plant, equipment and the environment, and having a positive impact on our people, planet and the communities we work in. It is rooted in the UN Sustainable Development Goals and aligns with our commitments under ISO Standards, the Carbon Disclosure Project and Business in the Community Ireland's Low Carbon Pledge and Elevate Pledge.

2022 commenced with the legacy of Covid-19 still affecting our business and our workforce, however we overcame many challenges to make significant progress on our goals. We are very proud of the progress we have made, outlined in this report, but we recognise that there is more to do.

In particular, we were delighted to achieve a Silver Sustainability Rating from Ecovadis for 2022, and a CDP (Climate Disclosure Project) Climate Change rating of C for our 2022 submission, covering 2021. We continue to operate at 100% green energy in all Actavo locations and achieved zero waste to landfill in Ireland, with significant progress in other regions. Our safety performance was acknowledged with multiple awards from RoSPA and NISO/NISG. We also led a number of new initiatives under Diversity, Inclusivity and Community, and published our first Gender Pay Gap Report.

I would like to acknowledge everyone involved in compiling this report, in particular our EHS team and Sustainability Council. My sincere thanks to our Board, our many valued clients, our people in all regions, and all our stakeholders for playing their part in our sustainability journey. Special thanks also to our friends in Business in the Community Ireland, who provide guidance and support on our sustainability strategy, and have kindly contributed external commentary on this report (page 53).

As a responsible business, committed to sustainability, we know that we are only at the start of our journey and we look forward to continuing to reduce our environmental impact and to improving how we make a difference wherever we work.

Brian Kelly

Group CEO, Actavo

'Together for Zero' means that at Actavo we are focused on doing zero harm, not only with regard to our precious planet, but in every aspect of our operations.'

Brian Kelly, Group CEO, Actavo



Brian Kelly Group CEO, Actavo

Sustainability Highlights

Here are our key sustainability highlights of 2022.



Leading on Responsible Business Practices

- Maintained accreditation for ISO 9001 – Quality Management, ISO 45001 – Occupational Health & Safety, ISO 14001 – Environmental Management, ISO 50001 – Energy Management and ISO 27001 – Information Security, and BOPAS – Build Offsite Property Assurance Scheme
- Awarded Ecovadis Silver Sustainability Rating (February 2023)
- Launched new Supplier Code of Conduct for all supply chain partners
- Completed 45 external audit days across the business with no major non-conformances.



Caring for our People

- 1,279 EHS training courses delivered to 2,816 people
- Promoted Diversity and Inclusivity through BITCI Elevate Pledge and Saudization projects
- 43% of office based employees availed of remote or hybrid working
- Published Gender Pay Gap Report 2022, showing gender pay gap of 4.4%
- Re-launched 'Senior Leadership Tour' with 53 safety tours completed
- TIR (Total Incident Rate) was 1.80 for 2022, a 30% reduction on 2021
- Completed 9,500 EHS site audits across the business with a further 1,000 other audits and inspections undertaken
- Recorded and acted on 5,500 'HEART' conversations and reports
- Awarded four RoSPA Awards and NISO/NISG Gold and Excellence in Safety Awards
- Executed a total of 807 Safety Communications globally



Caring for the Planet

- Maintained ISO 14001 – Environmental Management and ISO 50001 – Energy Management accreditation
- Achieved a CDP (Carbon Disclosure Project) Climate Change rating of C for our 2022 submission covering FY2021
- Continued our membership of the BITCI Low Carbon Pledge, committing to reducing our Scope 1 & 2 carbon emissions by 50% by 2030, along with setting science-based targets by 2024
- Replaced 14% of our car/van fleet with Electric Vehicles
- Operated at 100% Green energy in all Actavo operated locations, reducing our Scope 2 Carbon emissions by 95% since 2019
- Achieved zero waste to landfill in Republic of Ireland and 72% diverted from landfill in the UK and Northern Ireland
- Saudi Arabian Actavo managed a biodiversity project planting over 4 million mangrove trees in coastal areas to sequester carbon



Caring for the Communities in which we operate

- Awarded RoSPA Fleet Safety Gold Medal, in recognition of six consecutive years of Gold Awards; and the RoSPA Fleet Safety Technology Trophy
- Award-winning Customer Experience strategy, including focus on community engagement and care for vulnerable customers
- Provided mentorship to school pupils in our community
- Developed and piloted an internship programme for local senior cycle pupils
- Partnered with Dublin Pride 'Turning the Rainbow Green'
- Guaranteed interviews for underrepresented groups in Ireland, along with internships and support for College Awareness Week initiative
- Proud to support 'The Good Bike Project' initiative and various local sponsorships in our regional operations



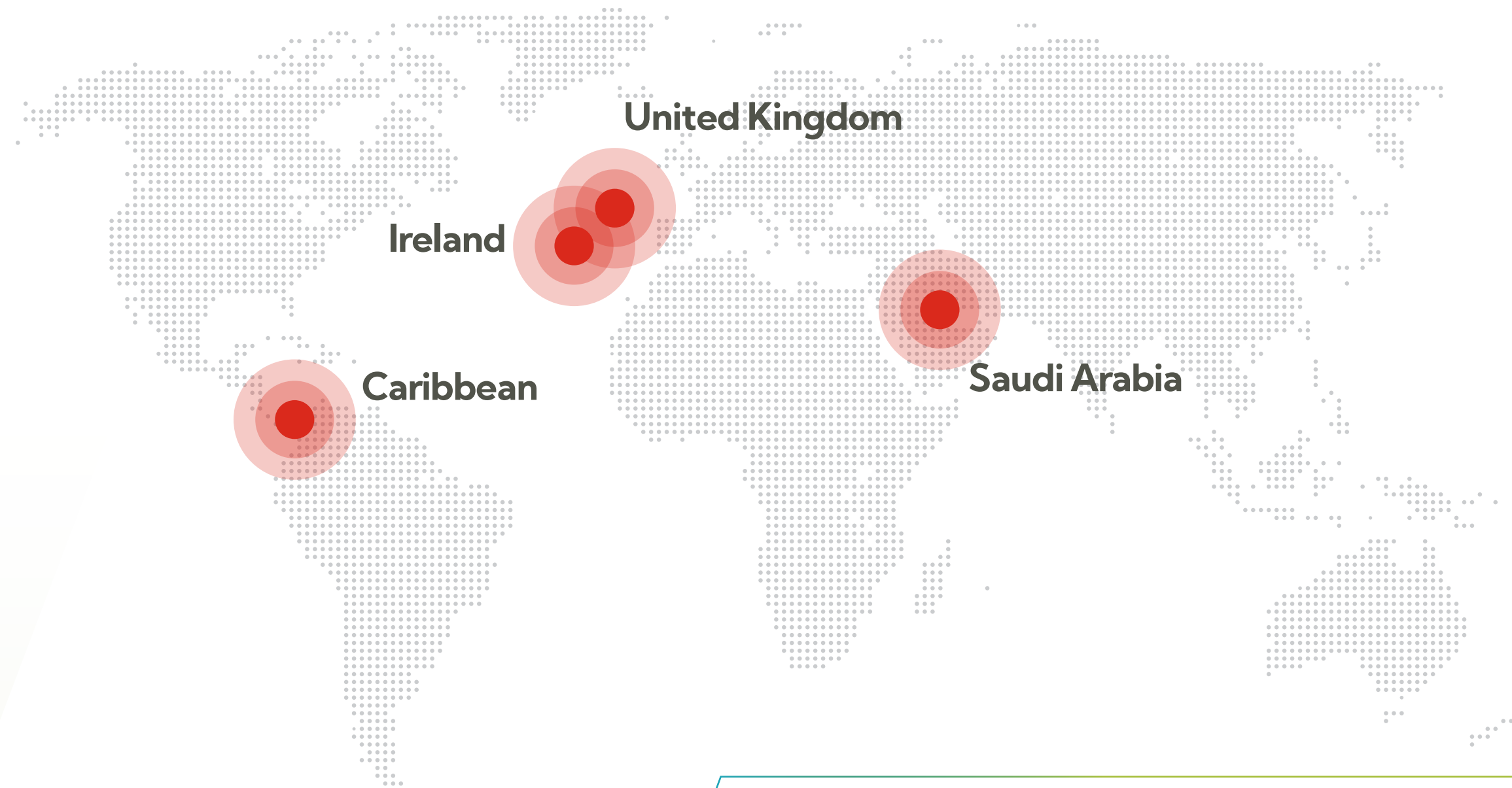
Overview

About Actavo

Actavo is a global strategic partner for delivering exceptional construction, engineering, and infrastructure services. In operation over 50 years, we have our roots in a number of businesses that came together in 2015 under the Actavo brand.

We are headquartered in Dublin, Ireland and have operations throughout Ireland, the UK, 15 countries in the Caribbean, and most recently, the Middle East. Given our range of expertise, we operate in over 100 locations at any one time. Our highly experience teams and flexible business model allow us to mobilise and scale quickly in new locations anywhere in the world.

While our service offerings are diverse, what we have in common across all our operations is an unwavering commitment to delivering excellence for our clients and their customers, underpinned by rigorous quality standards, a multi-award-winning safety performance and industry-leading customer experience.



Our name is inspired by the latin word 'actus' meaning 'action', 'behaviour' and 'performance'.
Intrinsic to our culture is the belief that all our individual actions, every day, shape how we deliver for our clients collectively.

*Staff headcount plus sub-contractors

Our Values

Our core values are rooted in behaviours that we nurture throughout our business to ensure that we take care of each other, continuously improve and strive to achieve great things together.

Live
SAFETY



Safety doesn't happen by accident. It takes commitment and leadership from the top to develop a culture where safety matters, combined with an ethos where safety is everyone's responsibility. At Actavo, we have a caring, preventative culture, where everyone is encouraged to speak up and take action, stopping work if necessary, enabling a work environment that allows everyone to go home safe each day.

Perform as a
TEAM



Individually we are one drop, together we are an ocean. Only by working collectively and collaboratively – communicating clearly, respecting one another and our differences, building relationships and offering support – can we achieve our goals and enjoy the rewards. This is how we perform – not just with each other, but with our many valued clients, working in partnership to deliver their customer promises.

Deliver
OPERATIONAL EXCELLENCE



Excellence is a habit. Like Aristotle said, "we are what we repeatedly do". At Actavo, we strive for excellence in every endeavour. Our processes and structures support this value, but it is driven by our collective attitude towards delivering real and measurable value for our clients and partners. Right first time is our passion – our relentless focus on driving best practice is underpinned by a culture of continuous improvement, courage and a can-do attitude.

Focus on
CUSTOMER EXPERIENCE



Every interaction, no matter how small, is an opportunity to create something remarkable. When our clients and their customers place their trust and loyalty in us, we go to the nth degree to understand their goals, alleviate their frustrations, and exceed expectations with truly fantastic experiences. Customer Experience (CX) is our passion and deeply embedded into every aspect of our operations.

Operate
SUSTAINABLY



Sustainability is not just about zero harm, but also about doing more good. We've worked steadily to change our business practices and made real progress. But we recognise that operating sustainably demands that we think carefully about how to safeguard our planet, care for our people and communities – ultimately how we conduct our business with integrity and transparency.

Our Business

Actavo is contracted by clients all over the world to design, build and maintain vital infrastructure and deliver support services. We operate across a diverse range of sectors, including telecoms, power, energy, construction, education, events, healthcare, utilities and local authorities.

Networks

Our Networks division offers a wealth of experience in the survey, design, planning, build and maintenance of complex fibre networks, utilising innovative technology to deliver our clients' requirements, safely. Our services also include civils and power engineering works, parking meter and ICT infrastructure support. We have extensive experience mobilising large-scale projects internationally for a range of household brands, enabling greater connectivity for our clients' customers.



In-Home

Our In-Home division provides reliable service and maintenance support to our long-term clients – some of the world's leading TV, fibre, home energy, telecoms and power brands – delivering exceptional customer experience. We have also recently launched a direct-to-consumer brand, Actavo HomeCharge, installing domestic electric vehicle chargers throughout Ireland, in line with our continued focus on developing sustainable service offerings.

Industrial

Our Industrial division provides solutions to support our clients' industrial construction, term maintenance and shutdown projects. We are experts in our field with extensive technical skills and a relentless focus on safety. Collaboration, shared responsibility, and continuous improvement are essential to how we deliver our services, ranging from access solutions for major construction projects to maintenance services for energy, pharmaceutical, data, power and utilities clients.



Modular Buildings

As Ireland's original provider of modular buildings, our Modular Buildings division has built its reputation on the expertise of our people, the quality of our products and the strength of our promises. We design, manufacture, install and maintain innovative modular buildings for key sectors including healthcare and education, as well as providing hire and sale of site accommodation and marketing suites to construction clients.

Events

Providing safe solutions for the Events Industry' our Events division provides extensive event infrastructure and consults on special projects for all types of festivals, events and productions, working with venues, promoters, government bodies and event agencies. Our senior team is comprised of highly experienced events professionals, many with over 30 years' expertise managing complex high-profile events for multiple sectors.



Sustainable Service Offerings

Actavo has a well-established track record of involvement in service offerings that promote sustainability.

In particular, our long-term partnerships with telecoms brands, providing fibre networks and in-home services to enable digitalization and connectivity for domestic and commercial customers, as well as our long history of providing portable and re-usable, low-carbon modular buildings to the construction sector.

We are very proud of these particular service offerings, which increase our focus on sustainability.



Actavo Modular

Since 1974, Actavo Modular (formerly Roankabin Group) has provided purpose-built site accommodation and modular buildings for a multitude of sectors. Modular buildings have many sustainability advantages over traditional on-site construction, as their manufacture involves significantly less carbon footprint; they are mobile; and can be re-used time and time again during their 30-40-year lifespan.

In recent years, Actavo Modular has greatly enhanced its sustainability credentials, through its extensive work on the Department of Education & Skills Prefabricated Modular Volumetric Accommodation Framework. Part L NZEB (Near Zero Energy Buildings) compliant Projects include St Paul's Monasterevin, Castleknock Community College and Gorey Educate Together Secondary School.

Actavo Civils

Our Civils Division, which undertakes civils projects for local authorities in Ireland, has recently introduced a number of innovations related to cycle lane construction in Ireland. In 2021, the team developed a new rapid build slip-form kerbing option for cycle lane construction for Dublin City Council, which was deployed across numerous locations in Dublin City Centre. In 2022, the team completed a significant cycle lane project for Dun Laoghaire Rathdown County Council in Stillorgan and UCD and the team continues to seek sustainable solutions to challenges on key projects.



'Excellent customer service from start to finish, electrician arrived at the agreed time, went through the cable run and all cables were concealed, electrician went through the app which is easy to use. Very neat job and I would have no hesitation in recommending Actavo to family & friends.'

N.M. Dublin, Actavo HomeCharge customer



Actavo HomeCharge

In 2022, as part of our drive to increase our sustainable service offerings, we developed our first ever direct-to-consumer service, Actavo HomeCharge, installing domestic car chargers in Ireland. Our nationwide team of Safe Energy Approved Electricians completes installations throughout Ireland helping consumers and commercial customers on their EV journey. We look forward to growing these services and exploring adjacent opportunities to help drive sustainability in Ireland and other markets.



Our Governance

As a responsible company with strong core values, Actavo Group complies with, at a minimum, the relevant laws and regulations in the countries we operate in, and seeks to always demonstrate best practice in how we govern our business.

- The Actavo Group Board has ultimate responsibility for the oversight of governance within the Group.
- The Group Audit and Risk Committee has oversight and responsibility for the Group’s internal control, risk management and mitigation plans.
- The Remuneration Committee is delegated by the Board to manage the remuneration of the most senior executives in the Group.
- The Group CEO and CFO are responsible for setting the strategy and ensuring that the business divisions are taking steps to deliver against this strategy.
- Business division senior leadership are responsible for the integration and delivery of strategy within their business unit, ensuring that their activity contributes to the achievement of the overall Group strategy. Each significant business division is subject to an annual external and independent financial audit conducted mainly by the Group external auditor.

- The EHS Council is responsible for setting EHS targets and metrics for the business including road safety targets. It provides overall governance and direction regarding culture and standards.
- The Sustainability Council is responsible for setting out the Sustainability Plan and objectives for the business. It determines sustainability targets and metrics across each of the sustainability pillars.

We ensure that our employees are aware of relevant guidelines and conduct themselves accordingly. During 2022, no material fines were imposed on the Group for any breaches of such laws and regulations.

As a responsible company, Actavo is aware of its corporate responsibility. This includes managing and maintaining a sufficient level of tax contribution, which means we do not engage in aggressive tax planning. Our transfer pricing policies are aligned with our operating business model and with commercial substance. Transactions between related parties are made on an

arms-length basis. Our business activities generate a variety of taxes including corporate income taxes, value-added taxes, employment taxes and other transaction taxes. We are committed to complying with tax laws in a fair and responsible manner and to having open and constructive relationships with tax authorities.

The operational controls within our governance model are implemented through the procedures embedded in our Integrated Management System (IMS) including our Operational Governance Procedure, Project Risk Management Procedure and Construction Design Management Procedures. The on-going development and improvement cycle within our IMS included the launch of a new Supplier Code of Conduct for all supply chain partners in 2022.

We ensure that our employees are aware of relevant guidelines and conduct themselves accordingly. During 2022, no material fines were imposed on the Group for any breaches of such laws and regulations.



Risk Management

The main risks arising from the Group's and Company's financial instruments are price risk, credit risk, liquidity risk, foreign currency risk and interest rate risk. The Board reviews and agrees policies for managing each of these risks.

Price Risk

The Group is exposed directly and indirectly to commodity price risk, given the nature of its operations. The Group seeks to minimise the adverse effect of the above risks by economies of purchasing, strong inventory management and developing long-term relationships with multiple suppliers.

Credit Risk

The Group has implemented policies that require appropriate checks on potential customers before sales are made. Company management actively manages receivables through continuous monitoring of accounts receivables across all companies within the Group on a regular basis.

Liquidity Risk

This risk relates to the Group's ability to meet its payment obligations associated with its financial liabilities when they fall due. Prudent liquidity risk management requires maintaining sufficient cash and the availability of funding through an adequate amount of committed credit facilities.

Currency Risk

The Group is exposed to foreign exchange risk arising from currency exposures in respect of sterling, US dollars, Trinidadian dollars and Jamaican dollars. The Group manages its foreign exchange risk by ensuring that the net exposure in foreign assets and liabilities is kept to an acceptable level by monitoring currency positions. The Group is exposed to currency risk in respect of income, expenses, receivables, work in progress, working capital, fixed assets, and other financial assets and financial liabilities (primarily trade payables, accruals and deferred consideration) that are denominated in currencies that are not the functional currency of the entities

in the Group. The currencies in which transactions are primarily denominated are euro ("EUR"), pound sterling ("GBP"), and US dollar ("USD"). It is Group policy to ensure that foreign currencies denominated liabilities are broadly matched by foreign currency denominated assets. This is generally achieved by monthly sales of net foreign currency inflows into euro (or the subsidiaries' functional currency) at spot rates. Foreign exchange impacts therefore arise on the retranslation of their income and expense into euro for Group reporting purposes.


Interest Rate Risk

The Group's policy on reducing its exposure to interest rate risk is to ensure that a significant proportion of its borrowings which are exposed to movements in interest rates are covered on a fixed rate basis.

Our Standards


In setting an unwavering commitment to delivering excellence for our clients and their customers, we embrace the continuous improvement model across the business. Utilising the 'Plan – Check – Do – Act' model, we continuously strive to improve our product and service offering.

As a business, we are committed to not just meeting regulatory requirements, but setting the highest standards across the business, which is underpinned by our accreditation to the following industry standards.




**ISO 9001
Quality Management**

FS 651939
FS 771568



**ISO 50001
Energy Management**

ENMS 642366




**ISO 45001
Occupational Health & Safety**

OHS 651942
OHS 690294



**ISO 27001
Information Security**

IS 670282



**ISO 14001
Environmental Management**

EMS 651937
EMS 740495



We operate an Integrated Management System across our suite of ISO standards, ensuring consistency and integration between the elements of our management systems. We completed 45 external audit days across the business in 2022 with no major non-conformances.

Our business also requires us to hold various licenses and memberships of industry recognised schemes. We operate under license from the Health & Safety Executive (HSE) in the UK to work with asbestos. We successfully renewed our license in May 2021, with it being effective until May 2024. Key memberships held by the business include the following with a full list available on page 51.



WEE Registered

Achilles UVDB Certified

STOW Certified

Ecovadis Rated

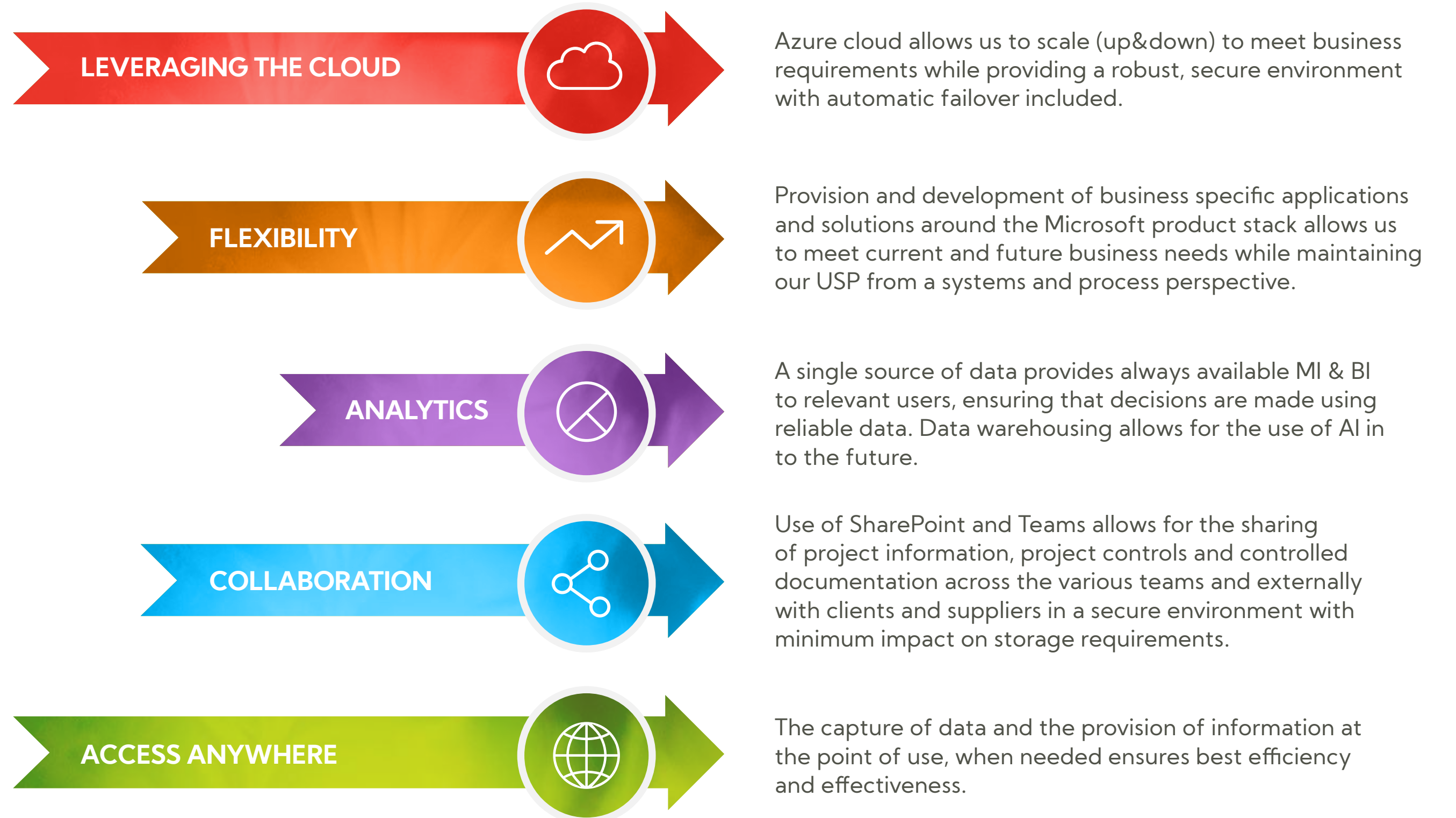
Digital Strategy

Our digital strategy is founded on enabling Actavo growth and sustainability through a reliable, effective platform, available to anyone anywhere, which is resilient and engineered to protect data.

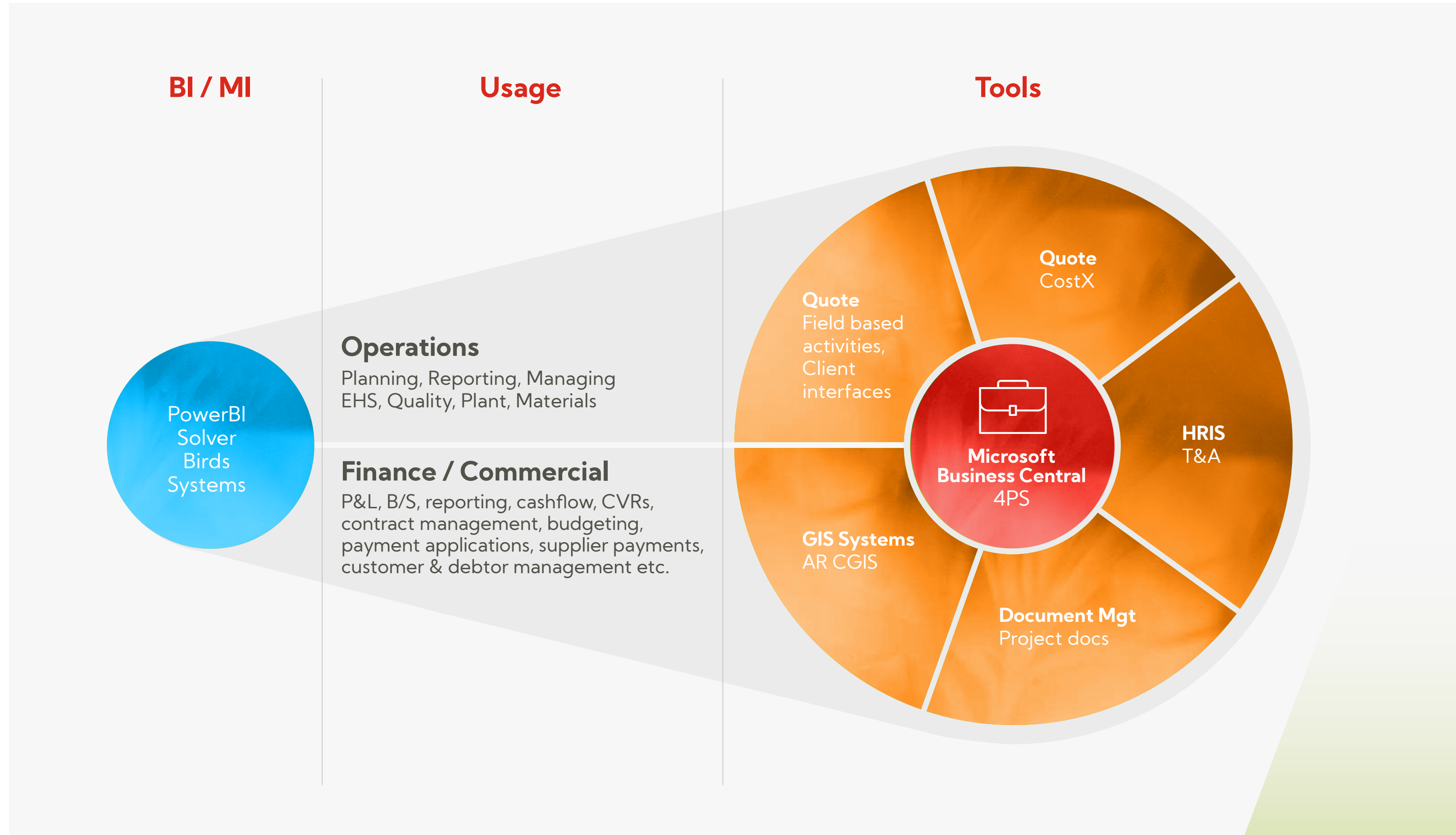
Our strategy has two key pillars, the first being our infrastructure and the second focused on our business applications and the integration of these applications. Our infrastructure has been completely re-engineered to meet the modern business requirements, with us being substantially cloud-based from 2022. We will achieve 100% cloud infrastructure in 2023 when we complete our major ERP project.

Actavo has invested in a new ERP system, 4PS Business Central, as the tool of choice to bring the business together on a single ERP platform with a focus on project controls and management. In 2022, we completed the migration of our largest business, Network & In-Home, plus our Group and Saudi Arabian operations to 4PS, with the remainder of the business transitioning to the platform in 2023.

While the ERP is the central element of our digital platform, the management of work at project level, from issuing work and capturing its completion, to recording changes and other significant information, is critical to the efficient operation of the business. Our philosophy is to capture data once at the point of origin and to then re-use that data throughout our digital ecosystem across the various functions, from operations, to quality through to commercial and finance using appropriate reporting tools. The capturing of data is undertaken in our Work Management Systems.



In 2022, we completed the implementation of ArcGIS as our tool of choice for the management of network build projects. The ArcGIS system manages the design and survey of the network in the first instance. The system is then used to issue work to crews, record their activities in the field and transfer that information back to the system. As work is completed, it is then updated on the design map to create the 'as built' finished map of the network. We have integrated the ArcGIS system with our client's system and with our ERP system, ranging from live integrations to manual overnight integrations dependant on business requirements.



How we Operate Sustainably

Our approach to sustainability is rooted in the UN Sustainable Development Goals and the clear requirement to protect our planet, not just for the next generation, but this generation also, while fostering a safe, equitable and caring culture for our people and the communities we work in.

The effect of global warming is now very clear for all to see and is an urgent issue requiring immediate and focused actions, not just an aspirational goal. These effects are evidenced by the change in climate patterns, which can be seen through the increased number of weather alerts we issue to our staff throughout the year.

We support the advances being made by supply chain and regulatory bodies in developing and, as importantly, standardising the approach to sustainability reporting and setting a clear and open environment where businesses cannot hide behind schemes that encourage green washing.

Within Actavo, our sustainability approach is embedded in our core values through our 'Operate Sustainably' value and is led by our Sustainability Council, which was established in 2021. The council provides overall sustainability governance direction from the senior leadership and key functional leaders including defining our culture and standards in relation to sustainability. The council sets metrics and associated targets and objectives for the business at divisional, country and project level.

The council has defined five key sustainability pillars that support the UN SDG's, with a senior member of the business heading up each pillar. The pillars allow us to set out our plans and objectives for each pillar, which can be cascaded down through the business.



As a member of Business in the Community Ireland (BITCI), we are actively improving our Corporate Responsibility strategy each year globally, under the five key pillars outlined on the previous page. We have also joined the BITCI Low Carbon Pledge and Elevate Pledge, committing to reducing our carbon emissions and developing a more inclusive workforce, working collaboratively with fellow pledge members.



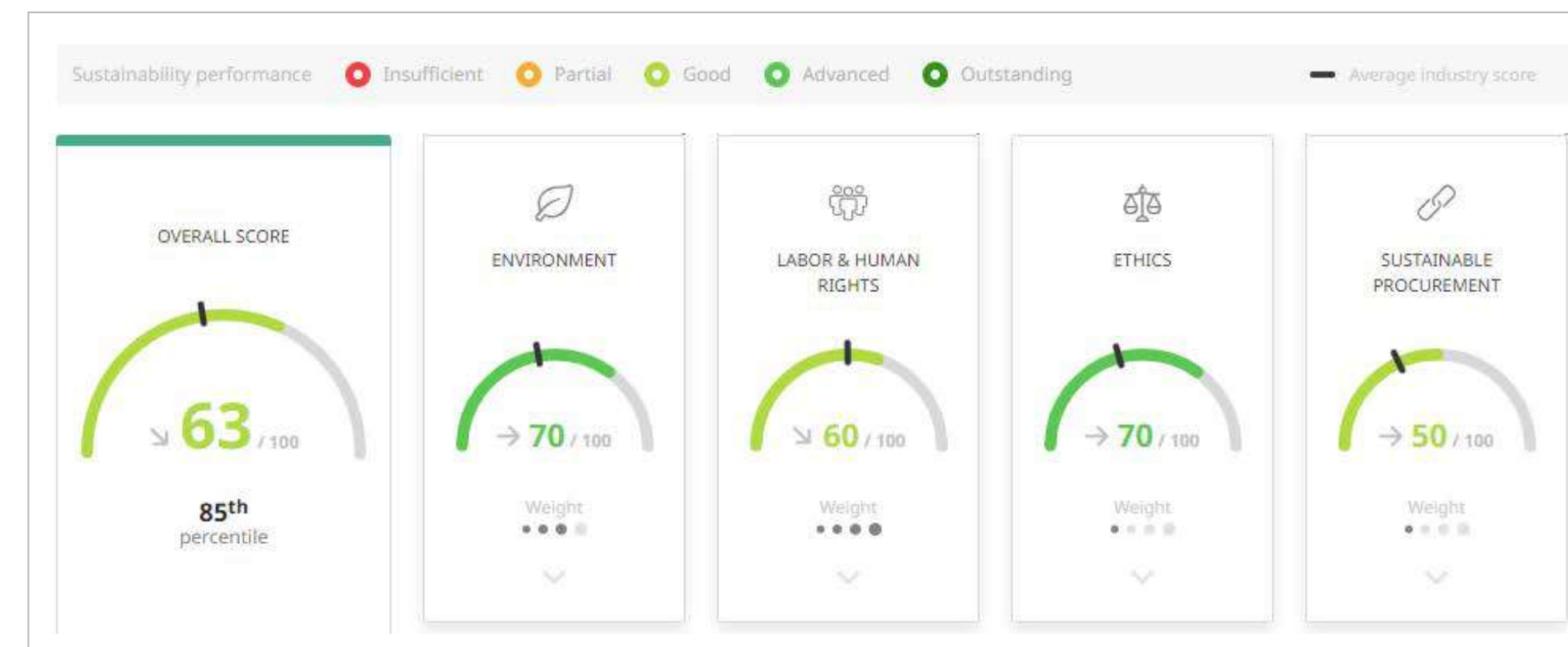
All signatory companies of the Low Carbon Pledge are committed to setting science-based emission reduction targets by 2024 at the latest, and to reducing their Scope 1 and 2 greenhouse gas emissions by 50% by 2030, as well as aspects of Scope 3 (related to business travel, waste generated & water consumption). Signatories have also made a commitment to review the business value chain from a scope 3 perspective to identify their organisation's significant indirect carbon emission sources.

To help deliver our commitment to the BITCI Low Carbon Pledge, we have registered with Science Based Targets, setting Near Term and Net Zero targets, with an objective of agreeing our SBTs by the end of 2024.

The benchmarking of our overall sustainability progress is measured externally through the Ecovadis Sustainability Rating scheme, which we have identified as a key tool and independent barometer of our progress in our sustainability journey. We completed our latest sustainability assessment in Feb 2023, where we received a Silver rating status. Our sustainability management systems scored above industry average for our sector across the four elements of the Ecovadis scorecard.



Actavo has been a contributing company to the Carbon Disclosure Project (CDP) since 2011 and the Ecovadis Sustainability Rating scheme since 2018. We actively use these reporting tools to guide our carbon reduction plans, objectives and reporting. We also share these reports with clients to facilitate co-operation and alignment throughout the whole supply chain.



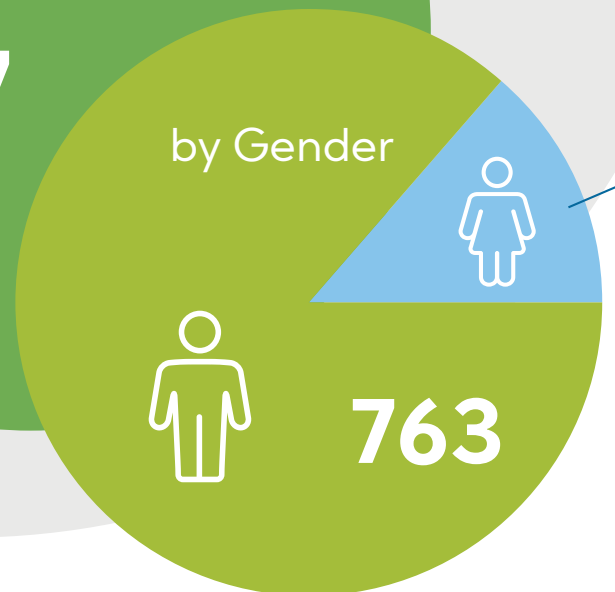
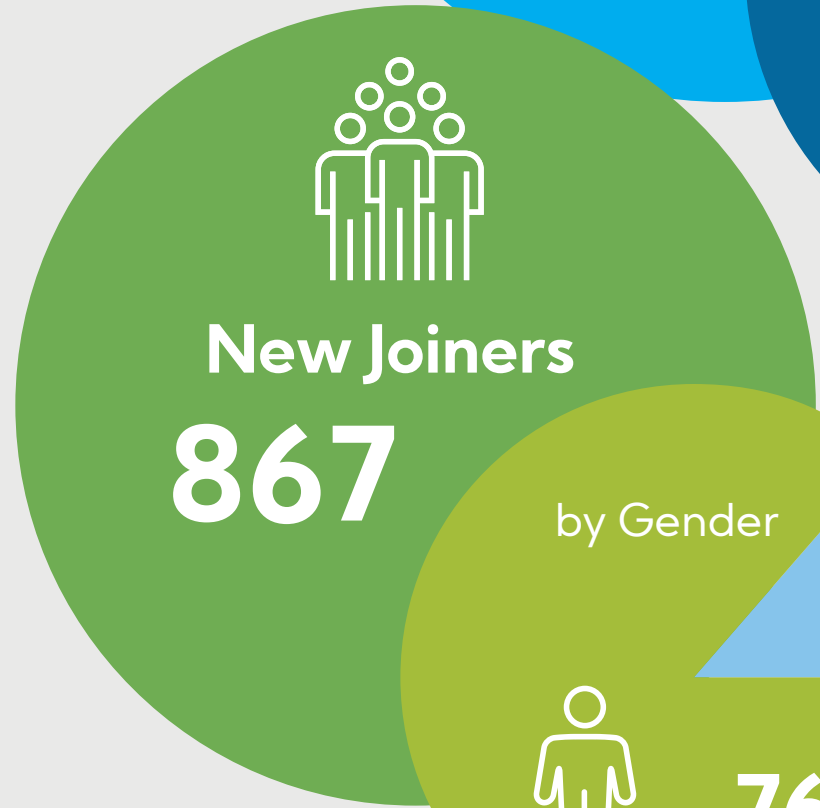
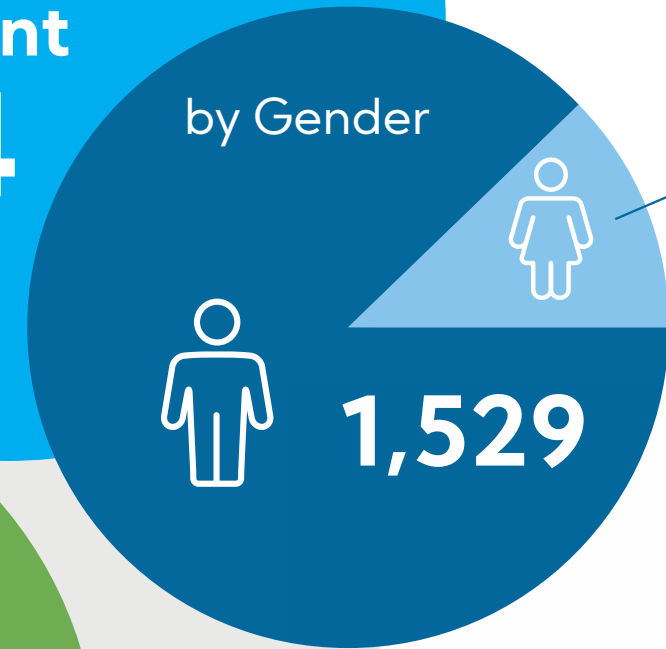


Caring for our People



Caring for our People

Our value 'Perform as a Team' is critical to our collective success. Only by working collectively and collaboratively – communicating clearly, respecting one another and our differences, building relationships and offering support – can we achieve our goals and enjoy the rewards.



No. of office based staff globally - 386



No. of office workers availing of remote or hybrid working - 166



Learning & Development

Having people with the right skillset is recognised by Actavo as a key element of delivering on our customer promise and core values. From technical to quality, EHS to people management skills, we engage with our people to develop their career plan, which is reviewed annually with their line manager.

Actavo aims to ensure that all training is relevant, tailored to individual requirements, cost effective and timely. We strive to ensure that each employee has the skills and knowledge to maximise performance in their current role and prepare them for future roles or positions in the Company.

Training and development in Actavo is carried out in various ways:

- **On the job training** – co-ordinated by Managers and/or colleagues to provide new employees with knowledge sharing
- **Specific skills and knowledge-based training** – to provide employees with specialist support tailored to specific needs, primarily through 'classroom based' initiatives
- **Technical and specialist training** – courses run on a regular basis with appropriately qualified industry experts and/or subject matter experts

We have a Mentor Training Programme to ensure that mentors understand their role in their colleagues' career development. Actavo's Management Development Programme sets out to empower Managers and Supervisors to successfully lead Actavo into the future.

Dunboyne Training Academy

Our Training Academy in Dunboyne is our centre of excellence for Health & Safety Training in Ireland, in addition to the provision of technical training for our work in the telecommunication and home energy sectors (including TV and broadband services and equipment). With a full-time training team, the centre develops training courses to meet the business's and clients' requirements.



The centre is equipped with classroom and practical training areas including:

- Overhead pole network
- Underground duct infrastructure
- Fully functional bungalow for work at height and customer care training
- Externally insulated sections for fixing & work at height training
- Fibre & satellite TV networks

We also have a training facility in our Industrial Division premises in Chepstow in the United Kingdom, which provides specialised training for operatives working on overhead power pylons.



EHS Training 2022

In 2022, Actavo undertook 1,279 EHS training courses across the business providing training to 2,816 colleagues. Training ranged from induction training, to work at heights, to rescue training, along with the standard mandatory training courses in the construction sector.

Actavo is licensed by the Institute of Occupational Safety & Health (IOSH) to deliver IOSH Managing Safety® and IOSH Managing Safety Refresher® training courses. The IOSH Managing Safety is a mandatory training course in Actavo for all managers and supervisors as part of their skills matrix for the role they undertake.



Equality, Diversity & Inclusivity

Actavo is fully committed to championing equality and diversity and to fostering an inclusive culture throughout our business.

Member of Business in the Community Ireland (BITCI) Elevate Pledge

In 2021, we became a signatory of Business in the Community Ireland's 'Elevate Pledge', a movement of 60 Irish businesses committed to building inclusive workplaces that support everyone to thrive equally. Together, we collaborate, share learnings and actions that help us drive meaningful change on diversity and inclusion.

The Elevate Pledge has provided a structure within which we can further develop our awareness, skills, approach and policies related to how we ensure Actavo is a fair and equitable place to work for everyone, regardless of their background or culture.



We are very proud of our diverse workforce across all our regions, which enriches our business in countless ways. In 2022 we embarked on a number of specific projects to enhance our focus on D&I across our operations and we continue to develop further initiatives.

Partnering to support employment of underrepresented groups

In 2022 we partnered with BITCI to offer guaranteed interviews for underrepresented groups and attended an Employability Workshop to share our insights into applying and interviewing for jobs, with potential candidates.



We also worked with our long-term partner, the Iris O'Brien Foundation, in a community mentoring programme for pupils from St Mark's Community School, Dublin, over a number of weeks, which we have continued in subsequent years. We developed an internship programme with the school and guaranteed interviews to all students applying. We provided interview experience to all applicants, resulting in 2 internships, with one intern going on to gain work experience subsequently with our Home Energy Team. We also worked with the Iris O'Brien Foundation on a College Awareness Week initiative for a local secondary school, with members of our senior team sharing their advice on third level education and the workplace, and conducting mock interviews.

In March 2022 our team attended the Migrant Women-Opportunities for Work (Mi-Wow) 'Hiring for Diversity Training' event, to gain an insight into how bias affects our decisions and to learn more about this highly educated cohort, so that we can attract and mentor migrant employees. During the year, we also promoted open roles to the Ukrainian Migrant Community.

'We are very proud to play our part in this excellent initiative from Business in the Community Ireland, which gives us and our fellow signatories a structured approach for enhancing our focus on diversity and inclusion. We have made significant progress since joining the Pledge and will continue to strive to improve equity and equality for all across our very diverse business.'

Brian Kelly, Group CEO, Actavo

'Actavo is committed to building workplaces that reflect all of our society, as part of our overall commitment to diversity and inclusivity. While we operate in a traditionally male-dominated sector, we are seeing more and more experienced female candidates applying for roles.'

Brian Kelly, Group CEO, Actavo



International Women's Day 2022

To mark International Women's Day 2022, promoting the theme 'Break the Bias' Actavo highlighted the work and leadership of our female-led team on our Network Build contract with client, SIRO.

We celebrated the team with a morning reception in our Head Office in Dublin, in conjunction with a photo opportunity and article in Irish Construction Magazine, and promotion of the team on our website and social media.



Dublin Pride 2022

We were very proud to support Dublin LGBTQ+ Pride 2022 as a main sponsor, corporate participant and Events infrastructure provider for the Pride Parade on 25th June 2022 in Dublin city centre. The Parade was the first carbon-neutral event in Ireland.

Since 2009, Actavo Events has been an events infrastructure partner to the event. In 2022 Actavo sponsored a Bleeper E-Cargobike and an EV Van for the Pride Parade in line with the 2022 ambition 'Turning the Rainbow Green', and we were represented by a Rainbow float, led by Actavo team members. We were delighted to demonstrate our support of the LGBTQ+ community, promoting the fact that Actavo is a safe, friendly and welcoming environment.

Saudization

Our operation in Saudi Arabia, known locally as Saudi Arabian Actavo, is facilitating Saudization, officially known as the Saudi Nationalisation Scheme or Nitaqat, a policy implemented by the Ministry of Labour, whereby Saudi companies are required to hire Saudi Nationals on a quota basis. We continue to hire significant numbers of Saudis into Senior and Junior roles with training plans in place.

Saudization has been ongoing since 1985, however, over the last 5 years the Saudi government has designated 72 particular roles exclusively for Saudi Nationals, who make up 63% of the 32 million people who live in Saudi Arabia. The list includes human resources roles, jobs associated with labour affairs, certain sales specialists and some finance roles, however many of the roles are junior and the shortage of skills is seen to be in the more technical roles reserved for engineers, architects, IT specialists and healthcare practitioners. This has led to the Saudi Arabian government implementing new eligibility requirements on its multibillion-dollar scholarship program for young Saudis who want to study for university degrees abroad.

Actavo is proud to support this initiative to ensure inclusivity for Saudi nationals in its Middle East operation.

Gender Pay Gap Report 2022

We published our 2022 Gender Pay Gap Report in December, showing that our female employees are well represented throughout the business and are as likely to be part of the Senior Management Team as their male counterparts.

We are also pleased that the gender pay gap is minimal (4.4%) when we look at the organisation as a whole, across each of the quartiles. Equally, our female employees are as likely to receive a bonus and the mean bonus award compares very favourably against those awarded to their male counterparts.

As an equal opportunities employer, we will continue to monitor our performance in this area and seek to make improvements where necessary. You can read the report on our website:

<https://actavo.com/news/actavo-publishes-gender-pay-gap-report-2022/>

Occupational Health & Safety

Live Safety is the first of our five core values in Actavo. This sets a clear message in terms of the importance of ensuring that everybody goes home safely every day. We see safety as a value rather than a priority because priorities can change dependant on circumstances. Our focus on safety must never change due to business or operational priorities.

In setting out our EHS strategic objective, we reinforce this value by challenging ourselves to “Make Zero Possible” across people, plant and planet. Our objective is to create zero harm to the people working for us and interacting with us and to eliminate damage to plant, equipment and property wherever we work, while ensuring that our activities do not harm the environment in which we operate.

The emphasis on living our values and achieving our objective is set from the top of the organisation. EHS is not just the first item on our Board agenda, it is first item on all our meetings. In addition, each senior leader in the organisation has set their own personal commitment to supporting and driving our EHS objectives by publicly setting out their own personal commitments to achieving our objective through our ‘Time to Act’ programme. This drives an active involvement on a daily basis by the senior management team throughout the year.

As a diverse business, operating in multiple industries and geographies, our daily EHS performance is driven by our behaviour, from project planning to execution. Our behavioural safety programme is built on two cornerstones – our ‘Golden Rules’ and our behavioural safety programme ‘HEART’ (Help Eliminate All Risks Today). We openly encourage engagement, discussion and review of EHS requirements and our Golden Rules allow for any person in the organisation to raise a concern and say ‘Stop’.



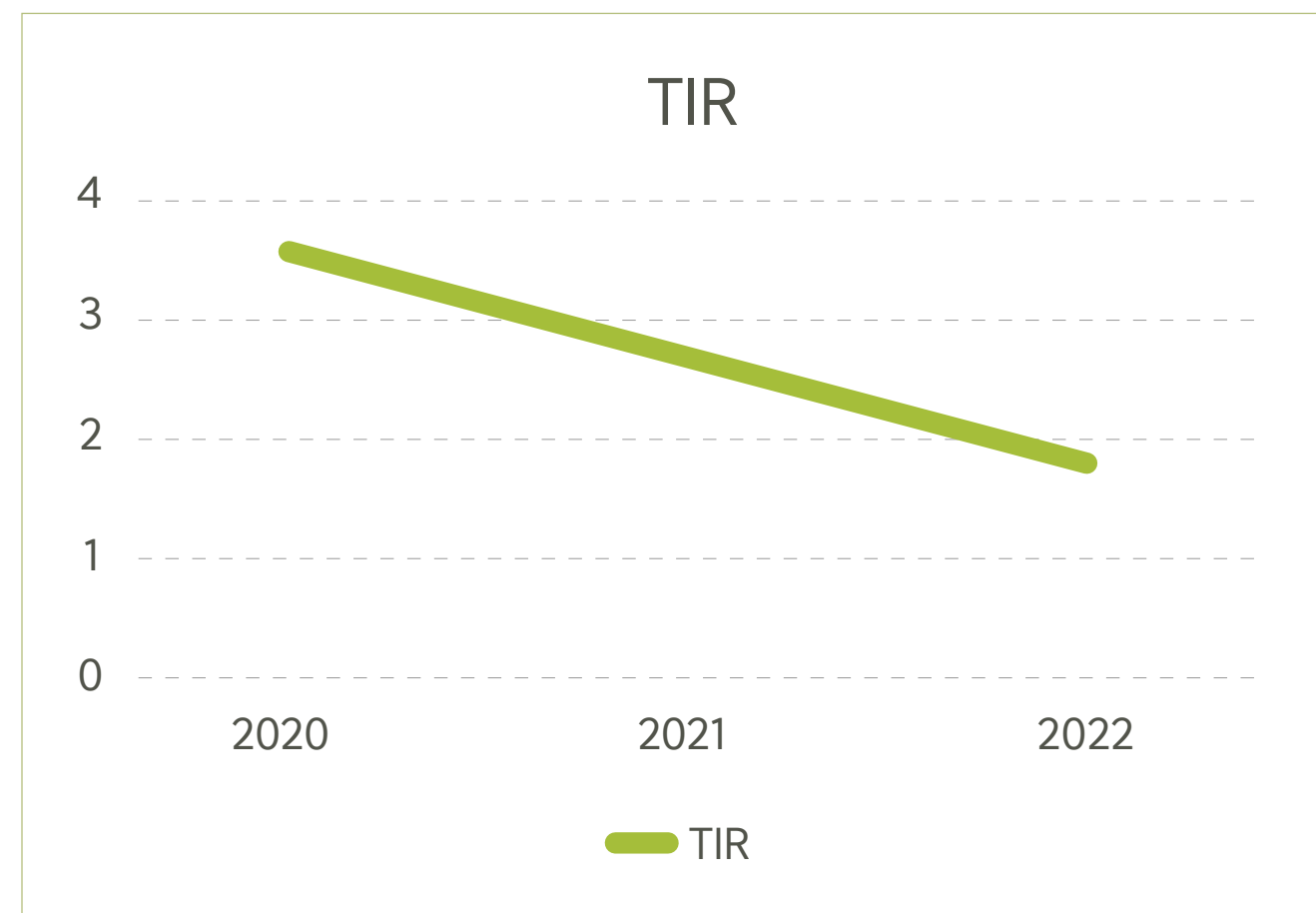
The Golden Rules

 <p>Care about everyone's safety, not just my own</p>	 <p>PPE Tools & Equipment always wear the correct PPE and check tools and equipment</p>	 <p>Speak Up if I see unsafe acts or conditions</p>	 <p>Plan and assess my work before I begin</p>
 <p>Protect myself from falling</p>	 <p>Drive safely and appropriately</p>	 <p>Fit report for work in a fit condition</p>	 <p>Skills only undertake tasks I have been trained to do</p>

Safety Management

Our EHS management systems are underpinned by our accreditation to both ISO 45001 and ISO 14001 standards.

TIR (Total Incident Rate) was 1.80 for 2022, which was a 30% reduction on 2021 performance and continues our improvement towards achieving zero harm.



LTI (Lost Time Incident) Rate – 0.04 for 2022 against 0.24 for 2021.

Our Modular, Events and Industrial Ireland business units achieved two years LTI free, while our Industrial UK, Saudi and Network & In-Home (Ireland & UK) business units achieved one-year LTI free. We were deeply saddened to have a tragic fatality involving one of our colleagues in our Caribbean business. Our thoughts and prayers continue to be with his family and colleagues.



Pictured at the 2022 NISO/NISG Awards – I/r front row: Gary Wade (Sky Ireland), Ashleigh Birkett (NISG Chair), Sinéad Ryan (Actavo), Damien English (TD, Minister of State for Business, Employment & Retail), Kieran McIntyre (Actavo), Harry Galvin (NISO President) and Eoin Weadick (SIRO). **Back row:** Stephen Rooney (SIRO), Ken Connolly (Actavo), Willie Ryan (Actavo), Kieran Fitzgerald (Actavo), Noreen McClelland (Actavo) and Colin Glen (Actavo).



In 2022, we also revised and re-launched our Director Lead Safety Tours, re-launched under the banner of 'Senior Leadership Tour', available via our online EHS Management System provided by Evotix. We completed 53 such tours during the year, demonstrating the commitment from the Senior Leadership Team.

We completed 9.5k EHS site audits across the all business units, covering 100% of staff and contractors with a further 1k other audits and inspections undertaken, including Covid-19 and depot inspections. All audits were recorded on our online EHS Management System, with corrective actions and opportunities for improvement managed via the Action Manager on the system. This ensures closure of all actions and continuous improvement across the business.

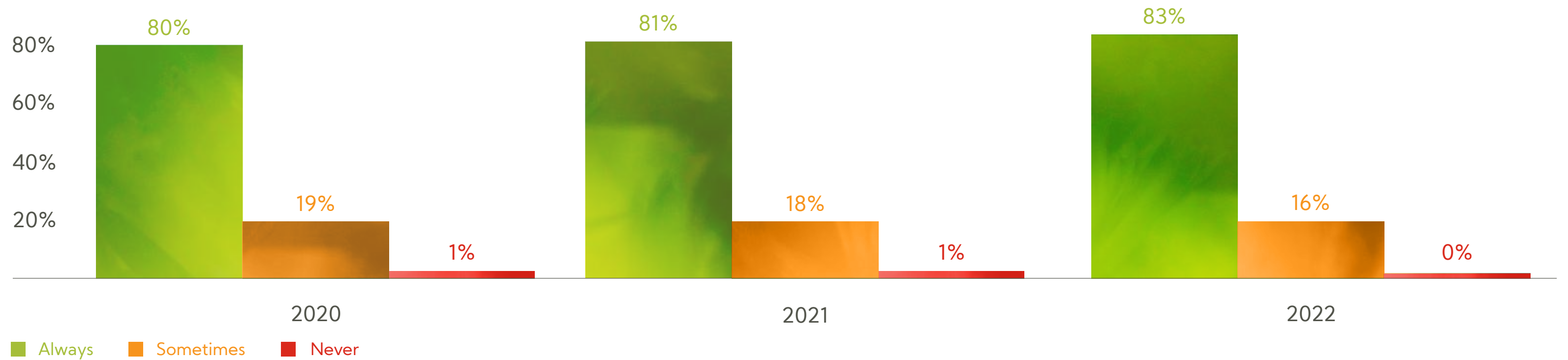
Behavioural Safety Programme

Our HEART behavioural programme focuses on two activities at site level – reporting of near misses / good catches, along with recording of conversations with crews relating to their behaviour where we acknowledge positive actions by the teams on site and discuss areas where we could have improved our approach to the task at hand. In 2022, we recorded and acted on 5.5k conversations and reports across the business. This is truly reflective of the open culture within the business, where people are empowered to discuss safety concerns and recognise good performance.

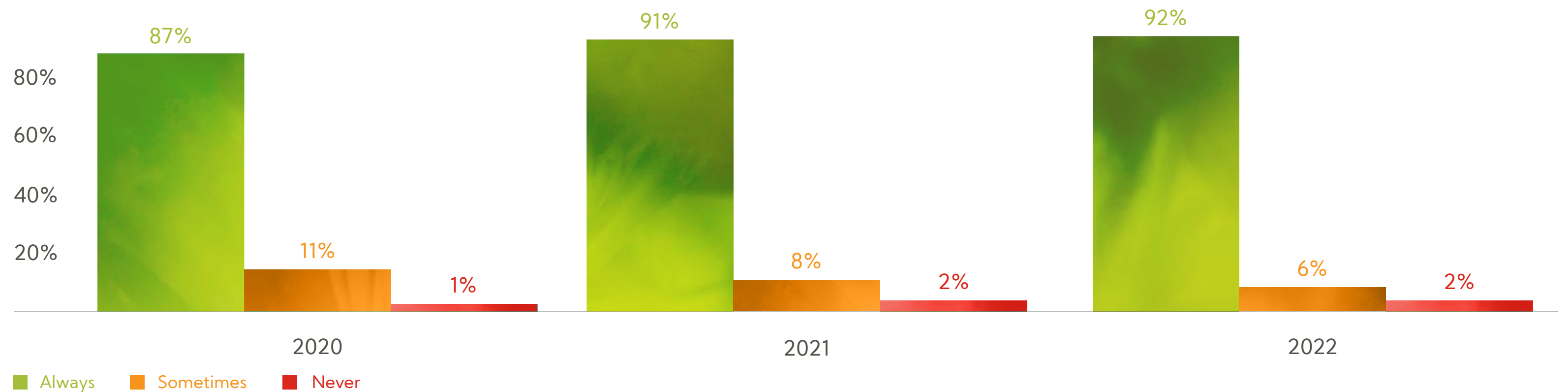
To enable us to monitor the performance and perception of our health & safety management culture within the business, we have been undertaking an annual anonymised Health & Safety Culture Survey across the business involving management, employees and contractors, since 2019. The results of the survey are shared with the business, and are used at country, divisional and project level to focus on areas for improvement as part of our annual EHS Strategy Plan. The survey focuses on My Safety, Safety Readiness, & Managing Safety. Results from the survey in October 2022, continue to show a strong overall performance across the business. The 2022 survey had an overall response rate of 43%.

2022 Health & Safety Culture Survey

I feel safe when I am working | 2,116



I will question decisions or instructions if it means working unsafely | 2,055



Road Safety

Actavo operates a large fleet of circa 900 vehicles across the business, travelling 24.8 million kilometres in 2022, which is the equivalent of circumnavigating the globe 618 times in a year.

This volume of travel places road safety as a key risk within our business, that may affect not just our employees driving these vehicles but other road users including motorists, cyclists and pedestrians. We have implemented an award-winning comprehensive road safety strategy to manage the risks associated with operating a large fleet.

The three guiding principles we apply to managing road safety are:



Life Safety

Golden Rule 1 – Care for Everybody’s Safety
Road users & Actavo people



Sustainable Operations

Reduce our impact on the environment while improving driving skills



Operating

Managing resources through efficient deployment and monitoring apps



Safe Driving Awards & Recognition

In 2021 we implemented ‘Safe Driving Awards’ across our Irish Fleet, utilising data from Telematics to award the top safe driver under each of our client contracts every month. These awards continued throughout 2022 and help to reinforce our road safety messages every month with our teams.



Safety Awards 2022

In 2022 Actavo Ireland won two awards at the All Ireland Occupational Health & Safety Awards, run by NISO (National Irish Safety Organisation) and NISG (Northern Ireland Safety Group), recognising high standards of occupational health and safety demonstrated by businesses on the Island of Ireland. Actavo won the Gold Award and the NISO/ NISG award for ‘Excellence in Safety’, recognising more than 15 years at distinction level or higher.

Also in 2022, Actavo Industrial Solutions UK was awarded the RoSPA Order of Distinction Award following 18 consecutive years of achieving Gold Awards. Actavo Network & In-Home was awarded three awards including: the RoSPA President’s Award, which recognises the company’s achievement of winning the Gold Award for 11 consecutive years, the RoSPA Fleet Safety Gold Medal, in recognition of six consecutive years of Gold Awards and the RoSPA Fleet Safety Technology Trophy, which recognises the company’s road safety strategy and excellence in managing occupational road risk.



Employee Wellbeing

At Actavo, we believe the wellbeing of our people is critical to our overall success and we are continuously improving how we look after our staff in all regions.

Hybrid Working

Actavo supports remote and hybrid working for its employees, where possible. Our objective is to have a flexible business operating model through providing flexible working options which help our people to achieve improved work/life balance, while ensuring we can meet and exceed our customers' expectations and the needs of the business for effectiveness and efficiency. We aim to help give our people a means to achieve a balance between professional and personal responsibilities in a manner that benefits both the employee and the employer.

Our remote and hybrid working options are available to staff for whom they are appropriate (for example, we cannot offer these options to our field-based teams). In certain circumstances or for particular reasons these arrangements may be appropriate on an ad hoc or temporary basis, and can also be agreed on a regular (full or part-time) basis.

Right to Disconnect

Actavo's Right to Disconnect policy complies with the Terms of Employment Information Act 1994-2014, The Organisation of Working Time Act 1997 & The Safety Health and Welfare at work Act 2005.

The health, safety and wellbeing of our employees is of the utmost importance to us, and we encourage and support our people to prioritise their own wellbeing. Disconnecting from work is a vital part of this, and the achievement of a healthy and sustainable work/life balance.

We recognise that our people are entitled to switch off outside of normal working hours and make the most of their free time without disturbance, unless absolutely necessary. We implemented our Right to Disconnect Policy in 2022 as a key step in encouraging and supporting our employees in this regard. We encourage our people to work effectively and efficiently during normal working hours and we commit to minimising contact outside of working hours, unless exceptional circumstances arise.



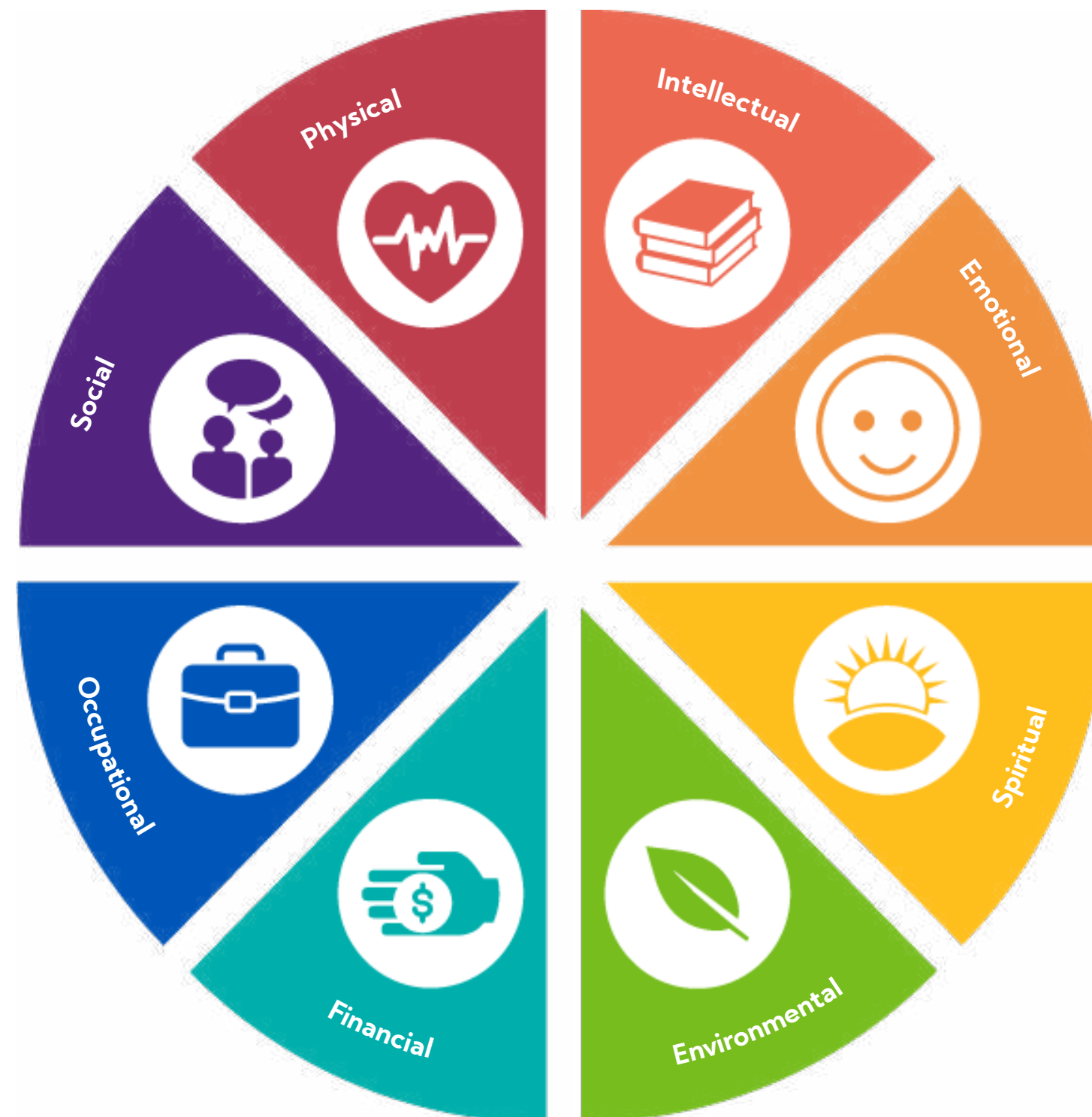
Wellness – BeSafe:BeWell

Our wellness wheel sets out the various components of our wellness programme, which is underpinned by the strapline BeSafe:BeWell. This was also the key component of our approach during the Covid pandemic, with BeSafe:BeWell being the core message to staff.

Wellness is a virtuous circle – each segment of the wheel helps the others. We encourage staff to make it a part of their life at work, home and socially. We run various campaigns to improve people’s awareness and practice of each element in order to achieve a healthy balance across each element. We also encourage staff and family members to seek advice and assistance through our Employee Assistance Programme (EAP).

Employee Assistance Programme

Actavo offers an Employee Assistance Programme (EAP) to all staff looking for support with any issues affect their health or wellness. This is a completely confidential service offered by an independent third party. The service is free and we promote it through internal communications and via our Team Managers and HR Team.



Wellbeing Initiatives

Actavo’s commitment to employee wellbeing is also illustrated by the regular employee wellbeing initiatives organised, which we encourage our people to participate in.

In 2022 we promoted Wellbeing initiatives globally around the following themes:

- **International Women’s Day**
– 8 March
- **National Workplace Wellbeing Week**
– April
- **World Day for Safety & Health at Work**
– 28 April
- **Stress Awareness Month**
– April
- **Men’s Health Week**
– June
- **Suicide Prevention Day**
– 10 September
- **World Mental Health Day**
– 10 October

Mental Health Awareness Workshop with Alan Quinlan

We also organized a special Mental Health Awareness workshop event in November 2022 with former Rugby International Alan Quinlan, (in association with Laya Healthcare) broadcast live via Teams to attending staff in all regions. This workshop was very well received across the business based on the feedback received, including an example of people taking affirmative action to address issues following the session.

Alan has become a recognised spokesperson on the topic of anxiety and depression, focusing on resilience and mental fitness. In a very insightful session, he spoke about his own experience of dealing with mental health issues, the key role a healthy lifestyle can play in dealing with stress and how support, both in the workplace and at home, can aid recovery.

Our Communications

In line with our core values, we consider communication to be a key component of our sustainability strategy, enabling us to keep our people, suppliers and clients up to date and encouraging openness and accountability.

Whistleblowing Service

A component of our Whistleblowing procedures is the provision of a free service that allows staff or suppliers report any concerns in a controlled and confidential manner through our membership of SafeCall, who are a global service provider of whistleblowing reporting and investigation services.



Safety Communications

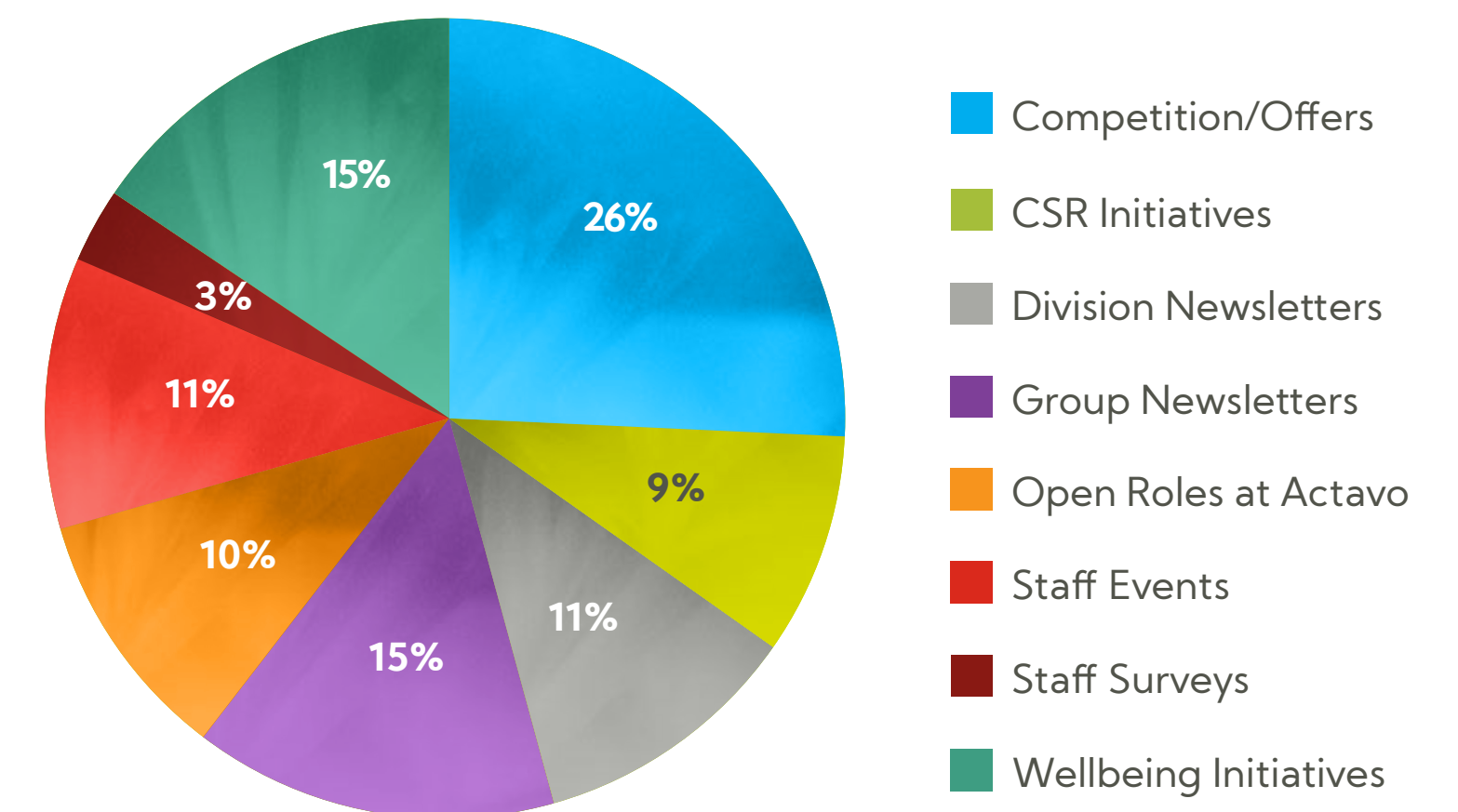
Key to delivery of our core value, 'Live Safety' is consistent communication on safety updates, practices, issues and concerns, across our organisation and with our suppliers and clients. In 2022 we executed a total of 807 Safety Communications globally, over the following categories.

Communication Category	Audience	No. of Communications
Tool Box Talks (On-site briefings by EHS Team)	Field Staff	720
Client Safety Alerts	Clients	29
EHS Alerts	All Actavo Staff	7
Fleet Safety Alerts (safe driving advice)	All Actavo Staff	9
Safety Committee Meetings	Safety Committee	12
Actavo Group Safety E-zines	All Actavo Staff	30

Internal Communications

At Actavo, we use a wide range of communication tools across our business, including regular e-zine style communications to our people in various divisions and globally at group level. In 2022 we issued over 200 communications on a variety of topics, including our Group and Division news, Wellbeing and CSR initiatives, open roles and staff competitions, events and surveys.

Group Internal E-zine Communications 2022





Caring for our Planet

Caring for our Planet

Our core value of “Operate Sustainably” sets out our ambition to minimise our impact on the environment in which we live and work, focusing on three specific initiatives and frameworks.

The adoption of these initiatives has been at the heart of our environmental and energy management programme since we commenced our sustainability journey, enabling us to achieve significant improvements in our environmental performance and our contribution to the UN Global SDGs.



ISO 50001 and 14001 Accreditation

Actavo achieved ISO 50001 accreditation in 2018 as the key method of compliance with the Energy Savings Opportunities Regulations (ESOS) 2014 and SI 426 (ESOS equivalent in Ireland). We continue to maintain our ISO 50001 accreditation, with successful recertification to the 2018 version achieved in December 2021.

Actavo is also accredited to ISO 14001 Environmental Management Systems at Divisional level. Accreditation is held by our Modular, Networks & In-Home, Industrial and PDC Divisions, with all certificates in date and covering operational activities within the business. We hold waste license permits in relevant jurisdictions, where we transport or store waste materials as part of our operational activities.

We are happy to report that we had no environmental incidents in 2022 across the business.

Carbon Disclosure Project

Actavo has also contributed to and submitted to the global Carbon Disclosure Project (CDP) since 2011. While the early years of our participation focused on Scope 1 & 2 emissions, we have been recording Scope 3 emissions since 2021 and continue to strengthen our Scope 3 reporting, which will improve again in 2023 with the introduction of a Group-wide single ERP platform across all business units as part of our digital transformation journey.

We achieved a CDP Climate Change rating of C for our 2022 submission covering FY2021.

BITCI Low Carbon Pledge

Actavo became a signatory member of Business in the Community Ireland (BITCI)'s Low Carbon Pledge in 2021, committing to reducing our Scope 1 & 2 carbon emissions by 50% by 2030, along with setting science-based targets by 2024.

'Actavo was delighted to sign-up to the Low Carbon Pledge, joining a powerful collective movement of Irish businesses committed to science-based targets. We have been implementing carbon reducing measures across the business since joining the Global Carbon Disclosure Project in 2011, including significant improvements in the sustainability of our fleet and business travel. Membership of the Low Carbon Pledge will enhance our focus on structured measurement of our emissions as we develop our plan to achieve our 2024 goals.'

Brian Kelly, Group CEO, Actavo



Carbon Reporting

At Actavo, Carbon Reporting is a critical aspect of our Sustainability Strategy, helping us measure and reduce our environmental impact.

Actavo has been reporting Scope 1 & 2 emissions since 2011. Our baseline year for Scope 1 and 2 emission reductions is 2019, which is used for measuring our commitment to the BITCI Low Carbon Pledge.

Scope	Element	2022 tCO ₂ e	2021 tCO ₂ e	2020 tCO ₂ e	2019 tCO ₂ e
Scope 1	Fuel	7,518	6,593	9,125	11,431
Scope 2	Electricity	24	168	196	552

We are taking a phased approach for Scope 3 reporting in order to be ready for the requirements of the CSRD. Our Scope 3 reporting is mature for category 5 & 6 over the past number of years. This is the first year we are reporting Scope 3 across multiple categories.

We are setting 2022 as the baseline year for our Scope 3 targets and objectives. Categories 1 & 2 account for 97% of our Scope 3 emissions and 80% of our overall emissions. Our current focus on Scope 3 is aligned with our digital strategy where we are investing in technology to enhance our management systems across the business.

Scope	Element	2022 tCO ₂ e
Scope 3	1 – Purchased Goods and Services	22,652
Scope 3	2 – Capital Goods	8,313
Scope 3	3 – Fuel & Energy Related Activity	14
Scope 3	4 – Upstream Transportation & Distribution	562
Scope 3	5 – Waste	9
Scope 3	6 – Business Travel	350
Scope 3	7 – Employee Commuting	–
Scope 3	8 – Upstream Leased Assets	–
Scope 3	9 – Downstream Transportation & Distribution	98
Scope 3	10 – Processing of Sold Goods	–
Scope 3	11 – Use of Sold Products	–
Scope 3	12 – End of Life Treatment of Sold Products	–
Scope 3	13 – Downstream Leased Assets	n/a
Scope 3	14 – Franchises	n/a
Scope 3	15 – Investments	n/a
		31,992

Our digital strategy will see all business units migrated to a single ERP system in 2023, which will allow for a cohesive and aligned reporting of Scope 3 contributing factors across the business. The system improvements will also allow us to undertake more detailed analysis based on products and services purchased and emissions associated with same.

Our primary energy profile and Scope 1 emission, is fuel for our fleet of circa 900 vehicles of which 62% are either Light Commercial Vehicle (LCV) or Heavy Goods Vehicle (HGV) class. We have set ourselves ambitious targets to reduce the fuel consumption and carbon emissions associated with operating the fleet.

Electric Vehicles (EVs) in the Commercial Vehicle Sector

We are committed to increasing the use of electric vehicles in our extensive fleet of vehicles, where viable.

We have invested in introducing EVs where practicable as the first option at renewal stage, replacing 14% of our car/car-van fleet with EVs to date. We have also installed EV charging points at key locations where these vehicles are based, to facilitate efficient access to charging infrastructure.

The challenges we face as a business to make serious improvements in the profile of our EV fleet include:

- Lack of suitable range and payload capacity in the LCV sector. While electric LCVs are available, the combination of payload and range restrict their use in our fleet. Our fleet operates beyond the last mile type service with a very high percentage of rural usage. We have undertaken, and will continue to undertake, trials of various makes and models and will continue to engage with manufacturers and suppliers as the sector provides more options.

- Lack of suitable charging infrastructure is a challenge, particularly with the majority of vehicles operating on a “start from home” basis. Queuing times at public facilities leads to loss of productivity and frustration for drivers.
- The cost of EVs in the commercial segment is up to 50% more expensive than their ICE (Internal Combustion Engine) equivalents. This combined with the lack of combined range and payload capacity, makes it commercially challenging to replace ICE commercial vehicles on any scale.



Energy Performance

Through our energy management programme, we have achieved significant results for 2022.

For our Irish and UK operations we are now operating at 100% green energy in all Actavo operated locations through contracted energy services. This has reduced our Scope 2 carbon emissions by 95% from 552 tons to 24.4 tons over the four-year period since 2019. While we have achieved and exceeded our target to reduce Scope 2 emissions by 50% by 2030 we are currently exploring self-generation options within the business to include in our next Sustainability Plan.

A key element of our carbon reduction plan focuses on energy management, with our fleet accounting for 19% of our overall emissions in 2022 and over 98% of our Scope 1 emissions.

We measure energy performance using EnPI's (Energy Performance Indicators) across our business, focusing on fuel and electricity consumption. We achieved our energy performance targets across the three vehicle categories in 2022, while also introducing an EnPI metric for EVs for the first time.

Benchmark - EnPI (l/100km or kWh/100km)										
Vehicle Type	Car & Car-van ICE EnPI (l/100km)		Car & Car-van EV EnPI (kWh/100km)		LCV ICE EnPI (l/100km)		LCV EV EnPI (kWh/100km)		HGV EnPI (l/100km)	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
2019		8.4				10.1				22.98
2020	8.2	7.66			9.82	9.97			21	20.79
2021	8	7.32			9.62	9.5			20	19.38
2022	7.8	6.4	N/A	20.5	9.42	9.3	N/A	20.5	18.5	17.5

EnPI (Energy Performance Indicators) ICE (Internal Combustion Engine) EV (Electric Vehicles) LCV (Light Commercial Vehicles) HGC (Heavy Goods Vehicles)

'For our Irish and UK operations we are now operating at **100% green energy** in all Actavo operated locations through contracted energy services. This has reduced our Scope 2 carbon emissions by 95% from 552 tons to 24.4 tons over the four-year period since 2019.'

Willie Ryan, Global EHS & IT Director



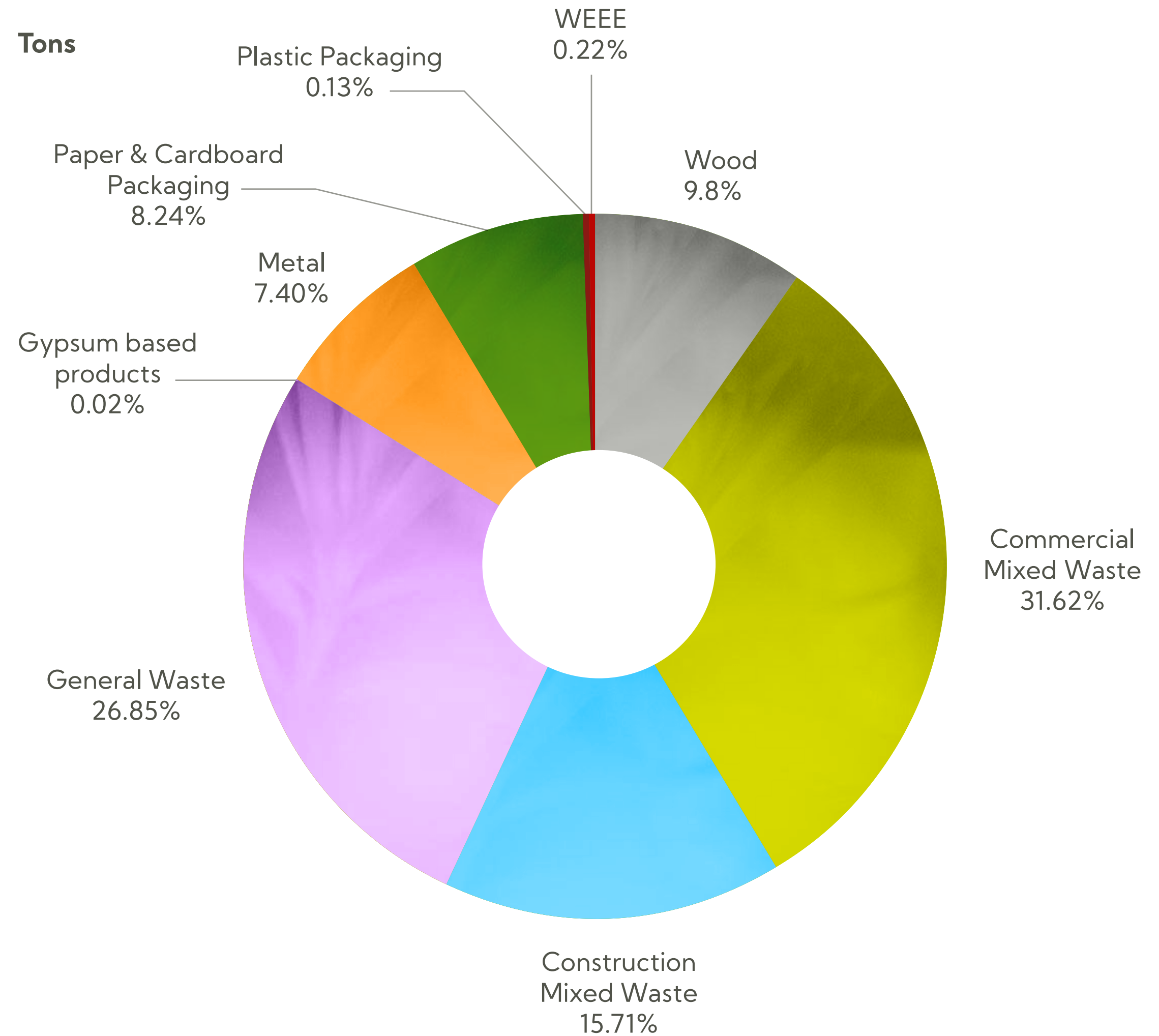
Waste Management

Our overall goal is zero waste to landfill across all our operations and we continue to make progress in achieving this.

We continued to achieve zero waste to landfill in the Republic of Ireland throughout 2022. Our next objective is to achieve zero waste to landfill in Northern Ireland and the UK by 2024.

We have commenced this objective and consolidated our waste management vendors through 2022, focusing on vendors who will work with us to provide accurate and reliable data along with a clear strategy for each of our waste streams. In 2022, we achieved 72% diverted from landfill in the UK and Northern Ireland with a target of zero to landfill by 2024.

We actively manage each waste stream with each business unit, with detailed performance reporting available on a monthly basis to the EHS and business teams. The waste stream reports are used to drive campaigns and focus attention on waste streams that can be improved. Campaigns include site-based posters and toolbox talks focusing on correct segregation of waste on site, with appropriate waste bins / skips for each category of waste generated.



Sustainable Procurement

Our procurement of goods and services is founded on sustainable principles, including responsible sourcing standards and a rigorous supplier onboarding process.

We follow recognised responsible sourcing standards for procurement of products, for example, requiring Forest Stewardship Council (FSC) certification or equivalent for all projects using timber, and BES 6001 certified concrete.

Our policies include the following:

- **Global warming potential (GWP)**

To reduce the contribution we make to climate change, we require our suppliers to specify and use substances (including refrigerants and insulants) with a GWP of less than 5.

- **Volatile organic compounds (VOCs)**

We are seeking to minimise the impact of materials containing toxic VOCs sourced by Actavo directly and through its supply chain. For example, wherever technically feasible, we use water-based finishes.

- **Polyvinyl chloride (PVC)**

We consider alternatives to PVC with relation to environmental, economic and social impacts. Where PVC is required, we will ensure that it is responsibly manufactured and disposed of.

- **Packaging**

We engage with manufacturers, suppliers and contractors to jointly develop strategies to reduce packaging on our projects.

- **Renewable and non-renewable materials**

Renewable resources are those which come directly from the natural environment and which can be replenished. Timber is probably the most consumed natural material we use, and to ensure that this is sustainably grown and sourced, we only use timber and timber products which are certified as such by either FSC or PEFC. A non-renewable resource is a natural resource which cannot be reproduced, grown, generated, or used on a scale which can sustain its consumption rate, for example, minerals and metals. We use these responsibly and wherever we can we ensure they can be recycled. We also encourage the use of recycled non-renewable resources.

We also require our supply chain to tell us where materials have come from and to ensure they and their suppliers meet the requirements of our Modern Slavery Policy. This is so we know that the materials we use have not been produced through the exploitation of people or the environment.

Campaigns & Initiatives

Engaging our people and our clients in our ambition to care for our planet, we undertook various campaigns and initiatives throughout 2022.

Environmental Champions

We trained environmental champions across the business in 2022 who will lead energy saving initiatives. The champions drive the reduce, reuse and recycle campaigns within each of the business units and at site level.

Virgin Media Material Reuse

Working with our client, Virgin Media, we are engaging with local authorities in Ireland in relation to the reuse of materials arising from carriageway excavations. This will reduce traffic movements and reduce the carbon / environmental impact associated with street-works.

Sky Work Regions Streamlining

Working with our client, Sky, we undertook a project to review the distance driven when providing Sky services to domestic and commercial customers – not just between jobs, but between start and end locations and the Actavo technician's home. We redefined work regions along with identifying outlying regions, where an everyday service was not the most efficient. The resulting redefinition of regions and schedules has reduced the amount of time technicians spend on the road, improved efficiency from a service perspective and reduced kilometres driven and carbon emitted.

ESG Reporting Frameworks

We are contributing to various client ESG reporting frameworks across the business, working with them to identify, manage and reduce the environmental impact of our business operations.



Biodiversity

Actavo is committed to improving biodiversity wherever we work, and to looking for innovative ways to protect natural ecosystems.

We were privileged to execute a major biodiversity project in Saudi Arabia for our client Aramco, regenerating mangrove forests in coastal areas, which are critical in the absorption of carbon.



Mangroves are one of the main considerations that can be used to mitigate the effects of climate change in coastal areas. According to the 1997 Kyoto Protocol, which focused on the principle that CO2 from the air can be sequestered in the soil and biomass, blue carbon sinks, which encompass vegetated coastal habitats like mangrove forests, rank among the most profound means of sequestering carbon and helping mitigate climate change.¹

It is estimated that the average annual carbon sequestration rate of mangrove ecosystems averages between 6 and 8 tons of CO2 equivalent per hectare², which is 2 to 4 times higher than global rates observed in mature tropical forests³.

Mangrove populations are adversely affected by industrial and civil activities on coasts, and protection and rehabilitation programs play a pivotal role in conserving mangrove forests in industrial areas.



The project, undertaken by the Royal Commission of Yanbu, aims at preserving mangrove trees' ability to store carbon in the soil. The mangrove conservation site where our project was located in Yanbu showed that the protected mangrove trees grown store more carbon in their sediments, providing extensive benefits in mitigating the effects of climate change⁴.

The project involved the seed collection, potting, sowing and transplanting of over 4 million mangrove trees in Yanbu in 2022. Our peak manpower was 150 staff and we finished the project in June 2023.



¹Harishma, K.M., Sandeep, S. & Sreekumar, V.B. (2020) Biomass and carbon stocks in mangrove ecosystems of Kerala, southwest coast of India. | ²Murray B, Pendleton L, Jenkins W, Sifleet S (2011) Green payments for blue carbon: economic incentives for protecting threatened coastal habitats. | ³Nellemann C, Corcoran E, Duarte CM, Valdes L, De Young C, Fonseca L, Grimsditch G (2009a) Blue carbon: The role of oceans as carbon sinks. | ⁴Al-Guwaiz, S.M.; Alatar, A.A.; El-Sheikh, M.A.; Al-Gehni, G.A.; Faisal, M.; Qahtan, A.A.; Abdel-Salam, E.M. (2021) Role of Mangrove Rehabilitation and Protection Plans on Carbon Storage in Yanbu Industrial City, Saudi Arabia: A Case Study.



Caring for the Communities we operate in



Community Engagement: Community Experience Strategy

At Actavo we are passionate about having a positive impact on the communities in which we operate and supporting vulnerable customers and groups.

Our community engagement strategy has a number of strands, aligned very closely with all our core values. At the heart of this is a deep commitment to be involved in the communities we operate in – caring for the safety and wellbeing of those who work for us and with us; supporting local economies, employment, vulnerable customers and social enterprises; and, where possible, enhancing communities through specific local initiatives.

Our Community Experience Strategy

At Actavo, we recognise that effective engagement with the community is fundamental to the success of a delivery program. In recent years, we have invested significantly in ensuring that we are 'Good Neighbours' to all community members whilst we work in their area.

Under our award-winning 'Customer Experience' (CX) Strategy, we have a robust and innovative Community Experience Framework which is used to generate awareness and deliver upon the moments that matter to members in the community, focusing on six pillars.

1. Community Experience Strategy

This encompasses our CX strategic objectives, CX vision and our brand promise.

2. Community Experience Insight

Understanding the needs and concerns of the community is paramount. We collate and analyse feedback from community members whilst on sites, complaints received, our team members, our quality audit programs and our clients.

3. Community Experience Design

Based on the insight analysed and subsequent customer needs identified, we design programs and amend standard operating procedures. Our primary aim is to minimise disruption for members of the community.

4. Community Experience Capabilities

We believe it's important that Actavo teams have the correct skills and training to be brand ambassadors for our clients. The aforementioned insight ensures that we hire the right staff and optimise our systems to deliver the desired community engagement outcomes.

5. Community Experience Execution

Our management oversight is positioned to ensure that we deliver good experiences within the community. This is done through on-site supervision, quality audits by both management and our Health & Safety teams.

6. Community Experience Culture

The success of our CXF program is dependent on employee engagement and creating a culture of being a 'Good Neighbour'. We ensure that all teams (both in-house and sub-contractors) are cognizant of what is expected of them when working in the community. This is consistently communicated throughout the program of works.



Customer Experience

At Actavo, Customers Experience is the cornerstone of our service delivery model. It is ingrained in our culture and deeply embedded into every aspect of our operation. Our core value of 'Focus on Customer Experience' is our passion. Delivering memorable experiences through our front-line teams is what we strive to do every day.

In recent years, we have invested significantly in transforming our Customer Experience strategy. Customer Experience is an intended culture at Actavo and is focused on aligning our technology, people capabilities, and processes to customer lifecycle expectations.

We believe that Customer Experience is a true differentiator in how we deliver our services and products. Our world leading Customer Loyalty and Advocacy results demonstrate this commitment and passion to CX excellence.

Our immersive and award-winning Customer Experience training programs are part of every front-line teams learning pathways and serve to constantly keep the customer's experience as part of our daily focus and decision-making processes. We undertake a human-centre design approach in striving to meet and exceed customers' expectations.

Our focus on Customer Experience has been recognised both nationally and internationally in recent years. We have been awarded CX Champion and Gold Winner titles at the Irish CX Impact Awards and the International CX Awards.

'The team at Actavo shares our vision to provide the best customer service – a trusted partner – we can rely on their ability and flexibility to provide the service we need when we need it.'

Actavo Client

Focus on **CUSTOMER EXPERIENCE**



Supporting vulnerable customers

It is important to us to deliver an excellent service to every customer and, with that in mind, we developed a new Customer Experience program to work with customers of varying ability. In Ireland, according to the 2016 census, there are 637, 557 people over the age of 65, an increase of 19% from the previous census. There are also 643, 131 (13.5%) individuals who are registered as having a disability. In service delivery this customer segment is known as 'customers with varying abilities'

Every day, we interact with the elderly, people who have mobility challenges, vision or hearing impairments, or people with invisible disabilities. Our Customer Journey maps needed to reflect the different challenges people of varying ability face every day. We worked with several Irish charities such as Chime, the Society for the Blind, Age Action Ireland and Dementia: Understand Together to develop a training program to optimise customers' experience when we are in their home. Our front-line teams are equipped with the understanding and tools to respectfully work to minimise daily challenges.



NCBI
Working for People with Sight Loss

Chime
The National Charity for Deafness and Hearing Loss

AgeAction
For all older people

dementia
under stand together

Safety in the Community

Live Safety is the first of our five core values in Actavo, and our Safety Strategy encompasses how we care for our people, sub-contractors, and the communities in which we operate.

Live SAFETY



Our objective is to create zero harm to the people working for us and interacting with us, eliminate damage to plant, equipment and property wherever we work, while ensuring that our activities do not harm the environment in which we operate.

As a provider of in-home services for blue chip clients such as Sky, Virgin Media, Siro, Three, Digicel and Prepay Power, the safety of customers is equally as important when we are in their home. Our Customer Experience programme and training focus on the quality, safety and overall experience for the end customer. From agreeing how the work will be completed, to emergency procedures in the event of an incident, we ensure that the experience is a safe one for both our staff and the customer.

As a civil and utility infrastructure business undertaking excavation on public highways and footpaths, the avoidance of buried utility services is of paramount importance to us, not just for employee safety but also for the safety of the public and the potential impact on users of buried utility services.

We use regulatory requirements such as Construction Skills Certification Scheme (CSCS) – Location of Underground Services and Street Works Qualification Register (SWQR) – Streetworks Card as a minimum standard for operatives engaged in identifying the presence of buried services such as electricity, gas, telecoms and water services. We then undertake our own internally-developed training in the use of appropriate scanning equipment, planning of works and procedures to be followed while excavating. Finally, we accredit users with an approval to operate before they can undertake works in a live environment. They are provided with on-going coaching and advice in the field from our EHS Team.

This is further supplemented through our internally produced handbook on Safe Digging Practices.

Undertaking works in the carriageway and footpath requires careful planning and preparation to ensure that members of the public can safely pass the works. We have developed a training course for managers and supervisors on positively engaging with the community before works commence and for the duration of the works. The training includes a series of video segments.



Community Road Safety

While most of our activities cross each of the pillars of our people, our plant and the community where we work, Actavo operates a large fleet of circa 900 vehicles across the business, travelling 24.8 million kilometres in 2022, which is the equivalent of circumnavigating the globe 618 times in a year. This volume of travel places road safety as a key risk within our business, that may affect not just our employees driving these vehicles but other road users including motorists, cyclists and pedestrians. We have implemented an award-winning comprehensive road safety strategy to manage the risks associated with operating a large fleet. The safe operation of a vehicle starts before the driver gets behind the wheel of the vehicle, where they undergo in-vehicle, on-road assessments to use of the vehicle, where speed and driving style, including monitoring potential distracted driving scenarios using AI technology, all come together to ensure that vehicles are driven safely on the road.

You can find out more about our Safety Strategy including Road Safety in the section on Occupational Health & Safety (page 23).



Community Engagement Training – Induction for all Community Team Members

Sourcing Local Suppliers & Talent

A key aspect of caring for the communities in which we operate, is to support the local economy and local employment as best we can in every region. We endeavour to buy and hire locally in all our markets and to support like-minded, sustainability focused businesses.

In line with our core value, 'Operate Sustainably', we take all reasonable measures to ensure that our supply chain does the same. We have a detailed Supplier On-boarding process and audit all Tier 1 suppliers annually. We also have an Ethical Trading Code of Conduct and update our Modern Slavery Statement every year, in line with international standards. We have had no complaints to date via any of these initiatives.

We follow recognised responsible sourcing standards for procurement of products, for example, requiring Forest Stewardship Council (FSC) certification or equivalent for all projects using timber and BES 6001 certified concrete.

We also require our supply chain to tell us where materials have come from and to ensure they and their suppliers meet the requirements of our Modern Slavery Policy. This is so we know that the materials we use have not been produced through the exploitation of people or the environment.

We also believe in nurturing and hiring local talent. In recent years, we have undertaken a number of initiatives to support and mentor local students and we expect to grow these programmes in the coming years.

In Ireland, we partnered with BITCI in 2022 to offer guaranteed interviews for underrepresented groups and attended an Employability Workshop to share our insights into applying and interviewing for jobs, with potential candidates. We also worked with our long-term partner, the Iris O'Brien Foundation, to offer internships to students from St Mark's Community School, Dublin, and to support its College Awareness Week initiative, with members of our senior team sharing their advice on third level education and the workplace, and conducting mock interviews.

In Saudi Arabia, we facilitate Saudization, officially known as the Saudi Nationalisation Scheme or Nitaqat, a policy implemented by the Ministry of Labour, whereby Saudi companies are required to hire Saudi Nationals on a quota basis.



Pictured at Actavo HQ: Brian Kelly, Group CEO, Paul Griffin, Events, Patricia Heavey, HR and Barry O'Donnell, Finance, with Interns Jaden and Darragh.

Supporting Local Initiatives

As a diverse business, operating in over 100 locations, we support a range of local initiatives, sport clubs and charities each year. Here are some of the highlights of our 2022 activity.

Ireland

In 2022, we drove two key initiatives at group level, to show our solidarity for the people of Ukraine.

Ukraine Appeal and The Good Bike Project

In Spring 2022, we reached out to all our Irish operations to ask for donations of food and hygiene products for a collection for humanitarian aid for Ukraine. We had an incredible response from all areas of the business and sent the first round of donations to be shipped to the border of Ukraine, with the second round of donations given to the Lakeside Manor Hotel in Cavan, which took in over 65 Ukrainians. Our Modular team in Kill, Co Kildare, used a small lotto win fund they had and raised additional funds to buy some of the much-needed items for refugees.



Actavo was also delighted to support 'The Good Bike Project', run by Paul Mc Quaid, owner of River Cycles, Dublin. Paul has reconditioned over 2,000 donated bikes for Ukrainian refugees since March 2022. These bikes have a profoundly positive effect on the lives of refugees – financially, physically, and mentally. We are supporting Paul, by giving him the use of our Cookstown Warehouse, to help manage the volume of donated bikes.

Our operations in Ireland also have long-running partnerships with Men's Sheds Ireland (donating used modular units to various Men's Sheds nationwide) St Vincent de Paul, Women's Aid, the Irish Cancer Society and Alone.

In 2022, we sponsored a number of sports clubs in communities we work in, including Dingle United, Cabra FC, Borrishleigh GAA Club and Tubber GAA Club, to name just a few. We also sponsored Castleknock Community College U19 Girls' Soccer Team, pictured here in front of the modular building completed by Actavo Modular previously.



Our Irish Teams also supported charity initiatives locally, including events for Siro2Gigaspin 2022, Children's Health Fund Crumlin, Beaumont Hospital and Ken Smullen Trust.

'I would like to thank Actavo for its support over the past year. As of October 2023, we have received, restored and given away for free 2,280 bikes to Ukrainian refugees here in Ireland. Your support means that now hundreds of children are cycling to school instead of walking and hundreds of families are using bikes every day instead of sitting in hotel rooms all across this country.'

Paul McQuaid, CEO, The Good Bike Project

The UK

Our UK Teams, which operate across Industrial and Networks divisions, are aligned with a number of local and charitable initiatives each year, including in 2022 the sponsorship of the 'Actavo Monmouthshire Junior league' by Actavo PDC, which has a warehouse and offices in the Monmouthshire Area in South East Wales. The league is affiliated to the Football Association of Wales and provides Junior Football for 100+ junior teams, with over 1,700 children playing football from the age of 6 through to age 16.



Our Industrial UK Team also works annually with our client South Humber Power Bank Station, to provide Christmas gifts for disadvantaged children in the area.

"Thanks for your amazing generosity, which has helped to provide 75 children with festive gifts, without which lots of children would have nothing to open on Christmas Day. Luckily there are supportive and generous local companies like yourselves who we can collaborate with on such a vital local project. Thank you once again on behalf of the children, this wouldn't have been possible without you." – South Humber Power Bank

Saudi Arabia

Saudi Arabian Actavo's main sustainability project in 2022 was a major Mangrove planting initiative in Yanbu coastal areas, involving the seed collection, potting, sowing and transplanting of over 4 million mangrove trees by 150 staff, completing the project in June 2023.



In 2022, our Saudi Arabia team took part in World Clean Up Day in Rastanura, with over 20 of our team undertaking cleanup activities in the Rastanura area in conjunction with our client Aramco.



The Caribbean

Actavo's Caribbean division was delighted to sponsor Knight Watchmen Cricket Club which was established in 2019, to form a team that would not only compete in various competitions across the country, but also unite and encourage young persons from all walks of life to play the game we all love, empowering communities to provide opportunities for participation; encouraging young men to explore cricket as an avenue to channel their energy and spare time; and to also establish partnerships and collaborations with stakeholders who share a similar vision. With the absence of cricket for two years due to the COVID-19 pandemic, the team was eager to enter competitions in 2022, placing third overall in the XSS T20 Tournament.



'There is nothing more important than promoting local sport and providing persons with the opportunity to get physically active and establish bonds not only among our players and their families, but in the communities that we play. It is of utmost importance to build partnerships and foster ongoing relationships within the community and with club sponsors such as Actavo-OJ's E&I Services JV. We thank you for your interest in supporting our team!'

Knight Watchmen Cricket Club



Awards, Memberships & Licences



Awards

Year	Country	Award body	Award name
2022	International	Royal Society for Prevention of Accidents (RoSPA)	RoSPA President's (11 consecutive Golds) Award
2022	International	RoSPA	RoSPA Fleet Safety Gold Medal (6 consecutive Golds) Award
2022	International	RoSPA	RoSPA Winner of the Fleet Safety Technology Trophy (sponsored by Tesco.com)
2022	Ireland	National Irish Safety Organisation (NISO) / Northern Ireland Safety Group (NISG)	Gold Award
2022	Ireland	NISO / NISG	'Excellence in Safety', recognising more than 15 years at distinction level or higher
2021	Irish	CX Impact Awards	CX Impact In Telecoms
2021	International	Customer Centricity World Series	Best Customer Experience Strategy (Gold)
2021	International	RoSPA	RoSPA President's (10 consecutive Golds) Award
2021	International	RoSPA	RoSPA Fleet Safety Gold Medal (5 consecutive Golds) Award
2021	Ireland	NISO / NISG	Driving for Work Award
2021	Ireland	NISO / NISG	'Excellence in Safety', recognising more than 15 years at distinction level or higher
2021	Ireland	NISO / NISG	Industry Sector Award – Utility Services



Awards Cont'd

Year	Country	Award body	Award name
2020	International	RoSPA	RoSPA President's (9 consecutive Golds) Award
2020	International	RoSPA	RoSPA Fleet Safety Gold Medal (4 consecutive Golds) Award
2020	Ireland	NISO / NISG	'Excellence in Safety', recognising more than 15 years at distinction level or higher
2019	Irish	CX Impact Awards	CX Impact in Speciality
2019	International	International Customer Experience Awards (ICXA)	Best Customer Experience Transformation (Gold)
2019	International	RoSPA	RoSPA Fleet Safety Gold Medal (5 consecutive Golds) Award
2019	International	RoSPA	RoSPA President's (8 consecutive Golds) Award

Year	Country	Award body	Award name
2019	Ireland	NISO / NISG	Higher Distinction
2019	Ireland	NISO / NISG	Exceptional High Achiever Award
2018	Irish	CX Impact Awards	CX Impact in Speciality
2018	Irish	CX Impact Awards	CX Overall Champion
2018	International	International Customer Experience Awards (ICXA)	Best Customer Experience Strategy (Gold)
2017	European	European Contact Centre and Customer Service Awards	Bronze award
2013	International	Institute of Occupational Health & Safety (IOSH)	Training Initiative of the Year Award

Memberships

Membership Body	Membership Category	Division
ACAD	Membership	Actavo UK Ltd
Achilles UVDB	UVDB Verify Category B2 Audit	Actavo UK Ltd
Alcumus Safe Contractor	Membership	Actavo (Northern Ireland) Ltd
CHAS	Membership	Actavo UK Ltd
CONCOM	Membership	Actavo UK Ltd
Construction Industry Federation (CIF)	Membership	Actavo Modular
Constructionline Gold	Membership	Actavo UK Ltd
EIC	Membership	Actavo UK Ltd
Ecovadis	Sustainability Rating Certificate	Actavo UK Ltd
Fleet Transport Association Ireland (FTAI)	Membership	Actavo Ireland Ltd

Membership Body	Membership Category	Division
ICO	Registered	Actavo Group Ltd
Institute of Occupational Health & Safety (IOSH)	Membership	Actavo (Company) & Individual (EHS Team)
IRATA International	Full Member Operator	Actavo UK Ltd
ISNetwork	Membership	Actavo UK Ltd
MMC Ireland	Membership	Actavo Modular
NASC	Membership	Actavo UK Ltd
NISO	Company	Actavo Group Ltd
RoSPA	Company	Actavo Group Ltd
Society of the Irish Motor Industry (SIMI)	Membership	Actavo Group Ltd
TICA	Membership	Actavo UK Ltd

Licences

Governing Body	Activity	Division
COMREG	Business Radio License	Actavo Ireland Ltd
Environmental Agency	Waste Carrier License	Actavo UK Ltd
Health and Safety Executive	Licence to undertake work with Asbestos	Actavo UK Ltd
Institution of Occupational Safety and Health	To deliver Managing Safely V 5.0	Actavo UK Ltd
Institution of Occupational Safety and Health	To deliver Managing Safely Refresher V 2.0	Actavo UK Ltd
National Waste Collection Permit Office	Waste License	Actavo Ireland Ltd
Northern Ireland Environment Agency	Waste License	Actavo (Northern Ireland) Ltd
OFCOM	Business Radio License	Actavo Network Solutions (UK) Ltd
Producer Register Ireland	WEEE distribution & sale	Actavo Ireland Ltd
SEPA	Waste License	Actavo (Northern Ireland) Ltd
WEEE Ireland	Waste Electrical and Electronic Equipment – anything battery and mains powered	Actavo Ireland Ltd





External Commentary



External Commentary

Business in the Community Ireland (BITCI) is delighted to have been invited to review Actavo Group's 2022 Sustainability Report.

The publication of a sustainability report is a significant achievement. As the reader will have seen from the range of topics covered, sustainability is no longer the remit of one person or one team. It needs to be woven through the very fabric of a business – from products and services, to buildings and travel, to people and relationships.

Sustainability should be part of everybody's work, and thankfully it increasingly is. But gathering sustainability information from across a complex organisation, and presenting it clearly for the reader, is a huge undertaking and one for which we commend the Actavo report team.

Reporting and disclosure will only become more crucial over the coming years. Business will be required to be ever more tangible and granular when reporting its sustainability performance and targets, as we strive to respond to the urgency of the climate and biodiversity crises – while also managing societal expectations and dealing with rapid social changes.

Regulation will drive reporting, notably the EU's incoming Corporate Sustainability Reporting Directive (CSRD), but companies also need to willingly embrace transparency as a core value and join positively in dialogue with internal and external stakeholders. So once again, we commend Actavo for this report, its clarity and accessibility, and its efforts to align with international reporting standards. We look forward to watching its ambition, delivery and disclosure strengthen further over the years to come.

As a service-oriented business with an international footprint and a vast network of clients and suppliers, as well as its own staff and contractors, Actavo has the reach to make a real impact. It is worth highlighting how some of its service innovations, such as the rapid build slip-form kerbing for cycle lane construction, demonstrate the link between sustainability and meeting client needs.

We are particularly encouraged in this year's report to see examples of Actavo role-modelling replicable good practice in the social space, in line with its affiliation to BITCI's Elevate Pledge for inclusive workplaces; examples include the commitment to guaranteeing job interviews for under-represented groups in Ireland, and the focus on improving care and customer experience for vulnerable customers. The sections on safety at work and in the community, and learning and development, are good examples of a strong baseline, and actions identified for ongoing improvement.

The work done to bring down Scope 1 and 2 carbon emissions and eliminate waste to landfill is also commendable, and we are pleased to see how Actavo is working with suppliers to find more sustainable material inputs. We value Actavo's membership of our Low Carbon Pledge and its commitment to setting robust Science-Based Targets.

Innovation and collaboration will be key elements of us collectively meeting our climate and environmental targets. With its track record of innovations for efficiency – such as with its modular, re-useable buildings, and its new direct-to-consumer EV charging proposition – Actavo has strong foundations. We look forward to seeing how the company will leverage its capacity for innovation and collaborate with its value chain to drive deeper transformation in years to come.

Looking ahead at future reporting, we encourage Actavo to consider and articulate how internal and external stakeholder input influences its sustainability strategy and performance and how its sustainability efforts and credentials are used to influence systems change across industry.

We are delighted to have been a part of Actavo's journey this far. Again, congratulations on the significant achievement of this publication.

Tomás Sercovich


CEO, Business in the Community Ireland

**BUSINESS
IN THE
COMMUNITY
IRELAND**




Appendix 1: Our Policies

Appendix 1: Our Policies




Energy Management Policy




Actavo is committed to managing the reduction of our Energy and carbon footprint as an integral element of its business activities. This includes our management of employees and subcontractors, supply chain partners as well as our interaction with customers. In order to achieve this, Actavo will adhere to the following principles:

- Establish and implement an effective EnMS, with the information and resources needed to set and achieve appropriate energy and carbon reduction objectives and targets. These are reinforced through our core values
- Ensure compliance with legislative requirements, standards and codes of practice through the implementation of ISO 14001 and ISO 50001
- Implement and maintain appropriate systems and procedures to prevent activities or actions that pose a threat to the natural environment including energy emissions.
- Commit to setting science-based emissions targets by 2024 in line with the Paris Agreement and the latest IPCC findings and reducing our scope 1 and 2 emission intensity by 50% by 2030 and adopting reduction targets to achieve a net-zero business by 2050 at the latest
- Adopt a sustainable sourcing Purchasing Policy including using energy performance as a factor in procurement decisions, value engineering solutions and in process and facility design.
- Review customers' requirements and contract specifications in order to deliver a service that meets and exceeds the customers' environmental, and sustainability needs and expectations.
- Evaluate and select suppliers of goods and services based on their ability to assist us in achieving our objectives set out in this policy.
- Strive to ensure that our operations minimise energy usage, waste and prevent emissions or pollution that may cause harm to persons or the environment.
- Promote environmental awareness and responsibility within Actavo and supply chain to support our EnMS policy and objectives
- Manage fleet movements and fuel usage to promote a lean and clean fleet, ensuring continual improvement of fleet energy efficiency year on year.
- Encourage continual energy performance improvements by employees in their work and personal activities.
- Pursue the continuous development and improvement of our EnMS through constant performance evaluation based around the setting of SMART objectives, which are measured through reactive and pro-active monitoring.



Brian Kelly
Actavo Group CEO
1st January 2023

Rev. No.:	1.3	Controller: EHS	Issue Date	Jan-23
ACT-PL-002-EnMS		Uncontrolled if Copied	Page 1 of 1	




Information Security Policy

Actavo is committed to managing Information Security including Data Protection matters as an integral part of its business activities. It is our policy to ensure that all aspects of Information Security and Data Protection management across all business units protects the information and data that we handle, manage and control on a daily basis. This includes our management of information Security by employees and subcontractors, as well as our interaction with customers and the public who come in contact with our business.

In order to achieve this, Actavo will adhere to the following principles:

- Ensure compliance with relevant legislative requirements (including GDPR), standards and codes of practice through the implementation of ISO 27001. The Information Security Management System will form an integrated element of our Integrated Management System.
- Implement and maintain appropriate systems and procedures to prevent activities or actions that pose a threat to the security of our information and data, including that held and managed on behalf of and/or by customers, staff, contractors and suppliers.
- Systems and Procedures will be designed around the principles of Confidentiality, Integrity and Availability of information within the business that allows for the efficient operation of the business, while maintaining these core principles.
- Ensure that systems for identifying, assessing, eliminating and controlling risks to which information and data may be exposed are established, implemented and adhered to.
- Develop and maintain a positive Information Security awareness within the business based on a culture oriented on these aspects of our business both within the company and with external organisations, including customers' and suppliers', through communication, partnership and learning activities.
- Review customers' requirements and contract specifications in order to deliver a service that meets the customers' Information and Security needs and expectations.
- Evaluate and select suppliers of goods and services based on their ability to assist us in achieving our objectives set out in this ISMS policy.
- Provide equipment and infrastructure to ensure compliance with our Information Security Policy and procedures.
- Strive to ensure that our Information Security Systems are monitored and managed to ensure the safety of information and data held by and on behalf of the business.
- Pursue the continuous development and improvement of our Integrated Management System through constant performance evaluation based around the setting of SMART objectives, which are measured through reactive and pro-active monitoring.
- Foster an ethos of transparency and dialogue with our customers, employees, sub-contractors and the general public by the communication of this Policy and the implementation of our Integrated Management System procedures.



Brian Kelly
Actavo Group CEO
1st January 2023

Rev. No.:	1.5	Controller: EHS	Issue Date	Jan-23
ACT-PL-001-ISMS		Uncontrolled if Copied	Page 1 of 1	



Integrated Management System (SHEQ) Policy



Actavo is committed to managing Safety, Health, Environment and Quality matters as an integral part of its business activities. This includes our management of employees and subcontractors, supply chain partners as well as our interaction with customers and the general public who come in contact with our business. In order to achieve this, Actavo will:

- Develop and maintain a positive culture of SHEQ issues based on a culture oriented on these aspects of our business both within the company and with external organisations, including customers' and suppliers', through communication, partnership and learning activities. These are reinforced through our Golden Rules and Values.
- Ensure compliance with legislative requirements, standards and codes of practice through the implementation of ISO 45001, ISO 14001, ISO 9001, ISO 50001 and Build Offsite Property Assurance Scheme (BOPAS).
- Maintain our BOPAS systems, processes and competencies: Design, Manufacture, Project Management of Construction and 60 Year durability and maintenance assessments for The Actavo Steel Framed Modular Solution
- Implement and maintain appropriate systems and procedures to prevent activities or actions that pose a threat to human health and safety including road users, damage to the natural environment including energy wastage or have a negative impact on the quality of goods and services provided to our customers.
- Implement and maintain appropriate systems and procedures to ensure that we operate in a sustainable manner, guided by the principals of our Corporate Social Responsibility and Sustainability programme.
- Ensure that systems for identifying, assessing, eliminating and controlling risks to which employees, other persons, the environment and the business may be exposed are established, implemented and adhered to.
- Review customers' requirements and contract specifications in order to deliver a service that meets and exceeds the customers' needs and expectations.
- Evaluate and select suppliers of goods and services based on their ability to assist us in achieving our objectives set out in this SHEQ policy.
- Strive to ensure that our operations minimise energy usage, waste and prevent emissions or pollution that may cause harm to persons or the environment.
- Provide materials, plant and equipment to ensure compliance with our SHEQ Policy and procedures.
- Pursue the continuous development and improvement of our IMS through constant performance evaluation based around the setting of SMART objectives, which are measured through reactive and pro-active monitoring.
- Through consultation and participation, we will engage with our staff and contractors in developing suitable and appropriate SHEQ policies, procedures and engagement programmes.
- Foster an ethos of transparency and dialogue with our customers, employees, sub-contractors, general public and all interested parties by the implementation of our IMS.
- Implement appropriate policies and procedures to ensure that all employees and sub-contractors are competent to undertake their respective roles and receive appropriate training as required.



Brian Kelly
Actavo Group CEO
13th March 2023

Rev. No.:	1.4	Controller: EHS	Issue Date	March-23
ACT-PL-001-GRP		Uncontrolled if Copied	Page 1 of 1	



Appendix 2: GRI Standards Index



Appendix 2: GRI Standards Index

Statement of use	Actavo Group Ltd has reported the information cited in this GRI content index for the period from 1st January 2022 to 31st December 2022, with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Page / Details
GRI 2: General Disclosures 2021	2-1 Organizational details	Actavo Group Ltd, Westland House, Willow Road, Dublin 12 D12 DK12
	2-2 Entities included in the organisation’s sustainability reporting	Actavo Group Limited Actavo (Ireland) Limited Deborah Services (Holdings) Limited Actavo (UK) Limited Actavo Building Solutions (UK) Limited Actavo Events (UK) Limited Actavo Events (Ireland) Limited Actavo (P.D.C.) Limited Actavo Industrial Solutions (Ireland) Limited Saudi Arabian Actavo Co. Ltd Actavo (Northern Ireland) Limited Actavo (St. Lucia) Limited Actavo (Guyana) Inc Actavo (Barbados) Limited Actavo (Jamaica) Limited Actavo (Trinidad & Tobago) Limited Actavo (BVI) Limited Sierra Support Services (St. Lucia) Limited (Dominica Branch) Sierra Support Services (Guyana) Limited (Suriname Branch)
	2-3 Reporting period, frequency and contact point	The reporting period for this report is calendar year 2022, which is the same as our financial year.
	2-4 Restatements of information	This is our first report

GRI Standard	Disclosure	Page / Details
GRI 2: General Disclosures 2021 (cont'd)	2-5 External assurance	We have used our external ISO audits to assess our processes and data collection and plan to introduce external validation / assurance in readiness for CSRD. The information was validated by the management teams in the respective business teams.
	2-6 Activities, value chain and other business relationships	7, 9, 10
	2-7 Employees	19
	2-8 Workers who are not employees	702 contractors engaged in delivery of services across the business primarily on a bone-fide sub-contractor basis
	2-9 Governance structure and composition	11, 12
	2-10 Nomination and selection of the highest governance body	11
	2-16 Communication of critical concerns	11, 12
	2-19 Remuneration policies	11
	2-20 Process to determine remuneration	11
	2-22 Statement on sustainable development strategy	16, 17
	2-23 Policy commitments	Appendix 1
	2-24 Embedding policy commitments	8, 11, 13, 16,
	2-26 Mechanisms for seeking advice and raising concerns	11, 29
	2-27 Compliance with laws and regulations	11
2-28 Membership associations	51	

GRI Standard	Disclosure	Page / Details
GRI 3: Material Topics 2021	3-1 Process to determine material topics	16, 17
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	29
	205-3 Confirmed incidents of corruption and actions taken	None reported
GRI 206: Anti-competitive Behaviour 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	None reported
GRI 207: Tax 2019	207-1 Approach to tax	11
	207-2 Tax governance, control, and risk management	11
GRI 302: Energy 2016	302-1 Energy consumption within the organization	30,403,477 kWh for non-renewable fuels including electricity, gas, diesel and petrol 654,989 kWh for renewable electricity
	302-3 Energy intensity	0.154 kwh per € revenue for non-renewable energy for all energy types 0.003 kwh per €1M revenue for renewable energy for electricity
GRI 304: Biodiversity 2016	304-3 Habitats protected or restored	39
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	33
	305-2 Energy indirect (Scope 2) GHG emissions	33
	305-3 Other indirect (Scope 3) GHG emissions	33
	305-4 GHG emissions intensity	0.0002 tCO ₂ e per € revenue for Scope 1, 2 & 3
	305-5 Reduction of GHG emissions	35
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	36
	306-3 Waste generated	539.13 Tons

GRI Standard	Disclosure	Page / Details
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	19
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	23, 24
	403-2 Hazard identification, risk assessment, and incident investigation	23 – 26
	403-3 Occupational health services	23
	403-4 Worker participation, consultation, and communication on occupational health and safety	25, 29
	403-5 Worker training on occupational health and safety	20
	403-6 Promotion of worker health	27, 28
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	41 – 44
	403-8 Workers covered by an occupational health and safety management system	100% including 1,774 direct and 702 contractors
	403-9 Work-related injuries	24
	403-10 Work-related ill health	Nil
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	19, 21, 22 (Gender Pay Gap Report 2022)
	405-2 Ratio of basic salary and remuneration of women to men	19, 22 (Gender Pay Gap Report 2022)
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	21, 22
GRI 415: Public Policy 2016	415-1 Political contributions	None as reported on Page 8, note 8 of Actavo Group Financial Accounts 2022
GRI 417: Marketing and Labelling 2016	417-3 Incidents of non-compliance concerning marketing communications	None reported
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	None reported