



# ESG REPORT 2025

GLOBAL EXPERIENCE  
**LOCAL EXPERTISE**



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# A MESSAGE FROM OUR **CEO & COO**

At H&MV Engineering, we recognise that the infrastructure we design and deliver today will shape the energy systems of tomorrow. As global demand for reliable, secure and sustainable electricity continues to grow, we remain focused on enabling the energy transition while operating responsibly and creating long term value for our people, clients, communities and planet.

Over the past year, H&MV Engineering has continued to expand both our geographic reach and our technical capabilities. Strategic investments and partnerships have strengthened our ability to deliver complex high voltage infrastructure across Europe and North America, supporting utilities, renewable energy developers and data centres in securing the power infrastructure required for a rapidly electrifying world.

Sustainability is embedded in how we grow. As outlined throughout this report, we are making measurable progress across our Environmental, Social and Governance priorities while strengthening the governance structures and data transparency required under emerging frameworks. Our focus remains on integrating sustainability into our decision-making processes so that environmental performance, responsible business conduct and operational excellence advance together.

In line with global climate goals and science-based pathways, H&MV Engineering has set clear long-term ambitions to reduce our environmental footprint and support the decarbonisation of the energy sector. These include our commitment to achieving Net Zero emissions by 2045, transitioning to 100% SF<sub>6</sub>-free solutions by 2032, and decarbonising our fleet and operational infrastructure. We are also working closely with suppliers and partners to advance supply chain decarbonisation, recognising that collaboration across our value chain will be critical to achieving meaningful climate progress.

Our progress would not be possible without the dedication, skill and commitment of our people. Across every region and project, our teams demonstrate the professionalism, innovation and teamwork that define H&MV Engineering. Creating an environment where our employees can grow, collaborate and contribute to meaningful work remains central to our culture and long-term success.

Safety continues to be the foundation of our operations. Delivering complex infrastructure projects requires the highest standards of operational discipline and teamwork. By fostering a culture where safety leadership, accountability and continuous improvement are embedded in every project, we remain committed to ensuring that everyone who works with H&MV Engineering returns home safely every day.

Strong partnerships also remain critical to our success. Our long-standing relationships with clients, suppliers and communities allow us to deliver engineering solutions that support both economic growth and the global transition to cleaner energy systems.

Looking ahead, the energy transition presents one of the most significant infrastructure challenges of our generation. H&MV Engineering is uniquely positioned to play a central role in enabling this transformation. By combining engineering expertise, operational excellence and responsible business practices, we will continue to deliver the critical infrastructure required to power a low-carbon future.

Our ambition is clear: to continue growing H&MV Engineering as a global leader in high-voltage engineering while ensuring that sustainability, innovation and integrity remain at the core of everything we do.

We thank our employees, clients, partners and stakeholders for their continued trust and support as we work together to build a resilient and sustainable energy future.



**PJ Flanagan**  
*Chief Executive Officer*



**Phil Kelly**  
*Chief Operating Officer*

# WHO WE ARE

## We are a leading global provider

of high voltage specialist design, engineering and construction services across a variety of key sectors.



# COMPANY OVERVIEW 2025



**60**

Large Scale Projects



**18**

International Offices



**14GW**

of Projects in Design & Construction



**400+**

Engineering Team



**1,498**

Headcount

# ABOUT **H&MV ENGINEERING**

H&MV Engineering specialises in delivering high-voltage engineering and construction services across data centres, renewable energy and utility sectors.

We operate worldwide with offices and projects in Ireland, the UK, Europe, the Nordics, Asia and the U.S., harnessing our global experience with local expertise.

We deliver high voltage design, engineering and construction services with a specialised focus in:

- **Renewables**
- **Energy Storage**
- **Data Centres**
- **Utility**
- **Commercial & Industrial**

Since 1997, we have provided specialised services with a commitment to safety and responsibility.

The wellbeing of our employees, clients and local communities is of the utmost importance at H&MV Engineering, and we maintain a high level of care for every project that is executed.

Our dedication to innovation and environmental stewardship, social responsibility, and ethical governance continues to set benchmarks for excellence in project delivery.

Sustainability is embedded in how we operate, guiding our decisions and our processes. Actively integrating innovation, new technologies, and best-practice approaches to continually enhancing our sustainability performance. By doing so, we aim to minimize our impact, support long-term resilience, and ensure that sustainable operations remains a fundamental keystone in our organisation and our culture.

**Our ultimate target is to achieve Net Zero by 2045; a commitment that drives all our actions and decisions.**

# OUR **APPROACH**

## Safety

Our dedication to health, safety and wellbeing is a cornerstone of the H&MV Engineering approach. We believe projects executed with the utmost care for health, safety and wellbeing of everyone involved will drive project success. Our 'Safe Teams, Safe Connections' initiative will serve as a vital tool in achieving and sustaining these objectives.



## Engineering Excellence

Since H&MV Engineering was established in 1997, we have adhered to principles of safety and responsibility in every aspect of our project delivery. As a premier global provider of turnkey engineering, and construction services, we deliver comprehensive turnkey solutions for our clients.



## Commitment

Our commitment extends beyond compliance with industry standards; it is woven into the fabric of our corporate ethos, ensuring that every project we undertake is executed with the utmost care for the well-being of our employees, clients, and the broader community.



# OUR **VALUES**

## **Safety**

PROTECTING EVERYONE, LEADING BY EXAMPLE



The safety of our people working on projects, on site and in our offices, is our highest priority, underpinned through a culture of leadership accountability and proactive risk management. We empower everyone to act when something is unsafe and lead by example in all our actions. Through continuous innovation and learning, we protect our people's well-being and ensure that safety is embedded in everything we do.

## **Teamwork**

PROMOTING COLLABORATION AND FOSTERING INCLUSIVITY



We prioritise clear communication, engagement and collaboration, fostering a culture of trust where every team member is valued and empowered. By sharing knowledge and learning from each other, we promote knowledge sharing to work as one team with shared goals. Our commitment to focus on collective development, remaining agile to adapt, and sharing in our collective success, drives us to continuously improve and celebrate our achievements together.

## **Excellence**

LEADING INNOVATION & FUTURE WAYS OF WORKING



Excellence drives us to deliver innovative, cost-effective solutions while maintaining the highest standards of safety and quality. We are committed to continuous improvement, timely delivery, and building long-term partnerships. By recognising and celebrating excellence, we set the benchmark for industry leadership and customer satisfaction.

## **Respect**

LISTENING, VALUING EACH OTHER AND ACTING WITH INTEGRITY



We care for our people, communities, and environment, fostering a culture of inclusivity, empathy, and active listening. Committed to work-life balance and personal growth, we value everyone's contributions, embracing diversity wherever we work. Respect is the foundation of our relationships, ensuring everyone feels welcome and valued.

## **Sustainability**

ACCELERATING THE GLOBAL ENERGY TRANSITION



We hold ourselves accountable for our impact we create on the environment we work within, the society we engage with, and the governance processes we lead, following our ESG strategy to accelerate the global energy transition, underpinned by stakeholder respect, engagement, and commitment. With a focus on transparency, integrity, and diversity, we align with our stakeholders to create lasting, positive change. Sustainability is central to our mission and guides every decision we make.

# OUR **VISION**

## **Leading the Way in Sustainable Energy Solutions**

We envision becoming the world's leading provider of innovative energy services. We are passionate about shaping a sustainable future and driving positive change within the energy sector.

# OUR **MISSION**

## **Delivering Excellence. Every Time.**

H&MV Engineering is dedicated to providing specialist energy services that meet the highest international safety and quality standards. We cater to a diverse range of industry and utility sectors worldwide, exceeding client expectations with innovative and sustainable solutions.



# H&MV GROUP OF COMPANIES

The H&MV Engineering Group is a dynamic collective of specialised companies; each committed to advancing infrastructure and energy solutions across various sectors. Our family of companies exemplifies innovation, expertise, and a shared vision to enhance the efficiency and reliability of critical services.



**COOKE POWER SERVICES**, established in 2001, specialises in high-voltage electrical services, including substation construction, testing, and maintenance. With a strong emphasis on safety and reliability, they serve utility and energy clients across the United States.



**BLAKE CLOUGH CONSULTING (BCC)** is a leading energy consultancy focused on electricity networks. BCC's expertise spans power systems studies, electrical design, grid connection consulting, and more, providing invaluable support for network innovation and feasibility studies.

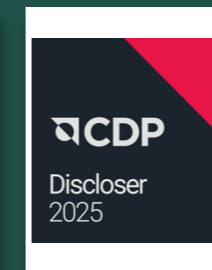
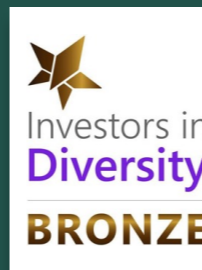


**SKANSTEC GROUP** stands at the forefront of engineering in Europe, focusing on delivering essential infrastructure projects in the energy and telecommunications sectors. Their dedication to excellence ensures that projects meet the highest standards.



**INDEPENDENT DISTRIBUTION CONNECTION SPECIALISTS LTD (IDCSL)** emerged to address the evolving needs of the UK construction market. With a mission to streamline the electricity network adoption process, IDCSL simplifies the journey from design inception to network adoption.

# OUR ACCREDITATIONS



# STRENGTHENING OUR ECONOMIC FOOTPRINT AND **MARKET POSITION**

## **Blake Clough** CONSULTING

In December 2025, H&MV Engineering announced its investment in Blake Clough Consulting, a specialist energy consultancy focused on grid connection consulting, power system analysis, and design.

Blake Clough Consulting will continue to operate as an independent entity within the H&MV Engineering Group, enhancing the Group's ability to deliver end-to-end power engineering solutions to its clients.

**//** *This investment marks a significant step in our commitment to providing unparalleled service to our clients. Blake Clough Consulting's focus on early grid engagement and specialised design will empower our clients to find and secure power more effectively, enhancing project outcomes and allowing them to capitalise on opportunities in the rapidly evolving energy landscape, all while upholding our shared values of integrity, quality, and sustainability.*

**PJ Flanagan**  
CEO of H&MV Engineering

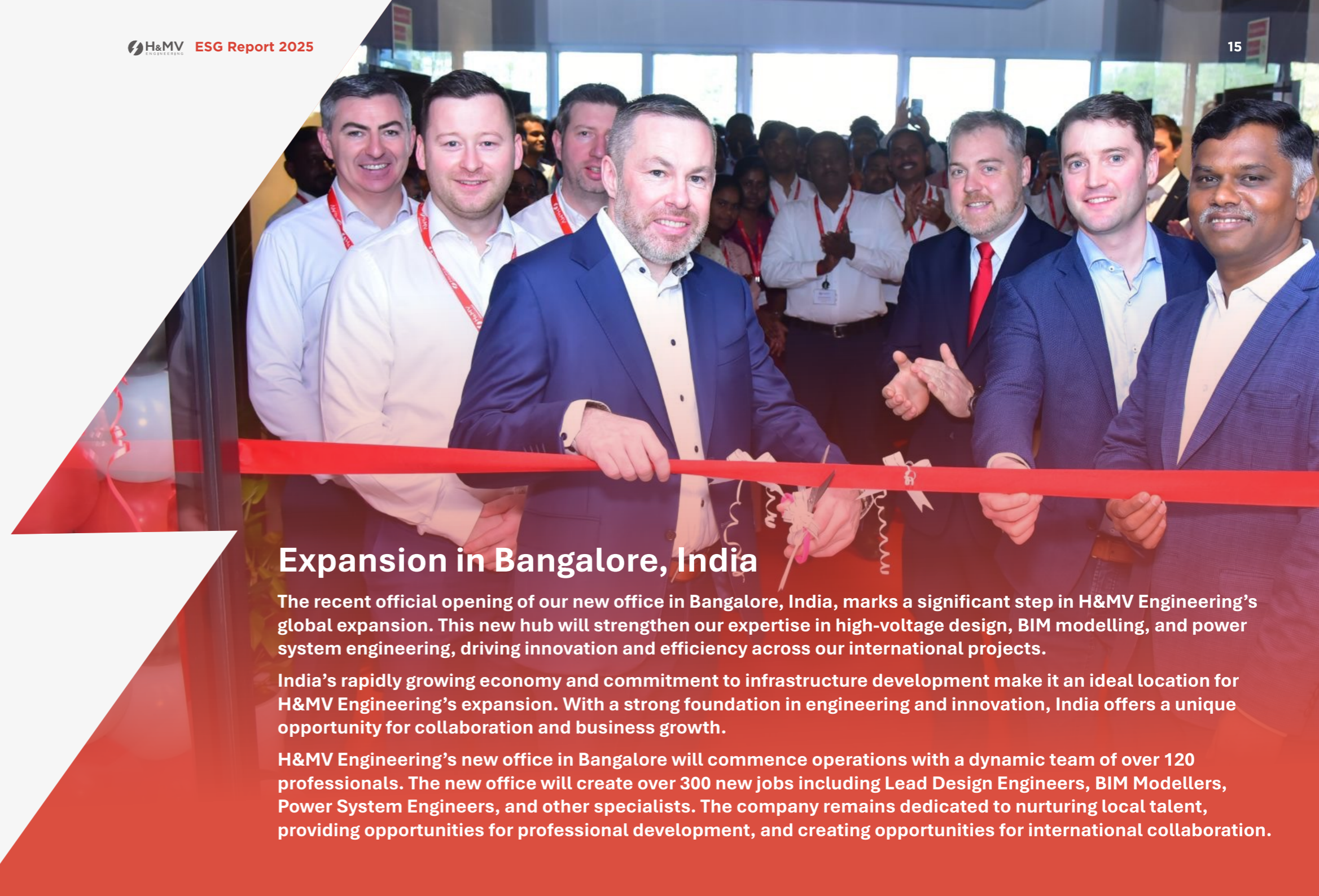


H&MV Engineering announced the full acquisition of Cooke Power Services, a trusted name in power infrastructure based in Amarillo, Texas in late 2025. This strategic acquisition is the next step in our global expansion, reinforcing our commitment to continue to deliver innovative solutions in the U.S. market.

H&MV Engineering is currently engaged in multiple projects under construction across the United States ranging from 138 kV to 345 kV. Our U.S. headquarters in Dallas, Texas, combined with the acquisition of Cooke Power Services, enhances our ability to serve clients across the Midwest and Southwestern regions within the data centre, renewables, and utility sectors.

**//** *This acquisition is key to our continued expansion strategy in the U.S.. Cooke Power Services brings deep local expertise, a strong reputation, and a shared commitment to safety, quality, and innovation. Together, we are well-positioned to deliver world-class engineering solutions across the U.S. market.*

**PJ Flanagan**  
CEO of H&MV Engineering



## **Expansion in Bangalore, India**

The recent official opening of our new office in Bangalore, India, marks a significant step in H&MV Engineering's global expansion. This new hub will strengthen our expertise in high-voltage design, BIM modelling, and power system engineering, driving innovation and efficiency across our international projects.

India's rapidly growing economy and commitment to infrastructure development make it an ideal location for H&MV Engineering's expansion. With a strong foundation in engineering and innovation, India offers a unique opportunity for collaboration and business growth.

H&MV Engineering's new office in Bangalore will commence operations with a dynamic team of over 120 professionals. The new office will create over 300 new jobs including Lead Design Engineers, BIM Modellers, Power System Engineers, and other specialists. The company remains dedicated to nurturing local talent, providing opportunities for professional development, and creating opportunities for international collaboration.

Since the inception of our ESG programme, we have made strong progress across Environmental, Social and Governance pillars. We have established clear objectives, strengthened governance and accountability, and invested in the systems and capabilities required to move from intention to measurable impact. This journey has been marked by learning, collaboration and a willingness to challenge how we work, all of which continue to shape our approach today.

2025 was a particularly important milestone year for H&MV. During the year, we developed and implemented our MSM platform for ESG reporting, a critical step that prepares us for future sustainability reporting and provides a much deeper understanding of our pathway to net zero. Alongside this, we developed a project carbon calculator, enabling our teams to adopt leaner, more efficient ways of working and actively reduce carbon across our projects. We also progressed our Supplier Relationship Management (SRM) system, strengthening how we engage with and support our supply chain partners — a vital element of our overall transition to net zero. All of these systems are launching and becoming fully active in early 2026, representing a step change in how we measure, manage and improve ESG performance.

Looking ahead, the opportunities in our Irish market are significant. The approval of PR6 in December 2025 marks an unprecedented level of investment in electrical infrastructure, creating strong prospects for future demand, generation and network development. Offshore wind continues to represent a major opportunity, both in terms of energy transition and economic growth. In parallel, evolving policy frameworks such as LEU are creating further potential to support and enhance the data centre market across the island.

Together, these developments position Ireland as a critical market for sustainable infrastructure, and H&MV is well placed to play a leading role.

As we move into the period 2026–2030, our priorities are clear. We will continue to mature our ESG reporting and governance, deepen our understanding of carbon across our operations and projects, and accelerate actions that support our net-zero ambition. We will also remain focused on safety, capability development, innovation and strong partnerships — ensuring that growth is delivered responsibly and sustainably.

Underpinning everything we do are our core values: Safety, Teamwork, Respect, Excellence and Sustainability. These values guide our behaviour, inform our decisions and shape our culture. They are not aspirational statements, but practical commitments that are lived every day by our people across Ireland and beyond.

I would like to thank our colleagues, clients and partners for their continued trust and collaboration. Together, we are building the infrastructure of the future — safely, responsibly and with sustainability at its core.



**David Maher**  
*Senior Vice President U.S. & Managing Director, Ireland*

The past year has been defined by transformative milestones for our India operations, marking a period of rapid expansion and strategic evolution. Our move into a state-of-the-art tech park in Bangalore, represents far more than a new address; it reinforces our fundamental vision of creating environments where ideas flourish and teams succeed.

As we scale across departments and verticals, we are proud to be building a Shared Services Hub that will serve as a primary engine powering our global operations - a trajectory that will only accelerate as we move through 2026. There has never been a more exhilarating time to acknowledge this expansion, especially as our project pipeline reaches historic proportions.

Intertwined with this commercial success is a deep-rooted commitment to building a better tomorrow. We believe that true empowerment begins with education; by constructing three new classrooms at Panchayat Union Middle School in Kumbalam, Krishnagiri District, we are ensuring that future generations can learn and dream in an environment built for their success.

As we reflect on these milestones, the India region is not just growing - it is thriving. Guided by H&MV Engineering’s core values of Safety, Teamwork, Excellence, Respect and Sustainability, every initiative we have undertaken this year underscores our commitment to our people, our community, and our shared social responsibility.

Here’s to another year of building global experience, with local expertise and serving the communities while we do so.



**Venkatesan Kesavan**  
*Managing Director, India*

The past year has been one of significant progress across the UK region, defined by continued growth, strengthened client partnerships, and a deepening integration of ESG principles into how we operate. As our business has expanded, so too has our focus on delivering projects that not only meet the engineering and commercial expectations of our clients, but also reflect our responsibility to the communities and environments in which we work.

The UK Government’s Clean Power 2030 Plan generates demand for our services supporting the energy transition – providing a strong purpose-driven backdrop to deliver improved energy security, and lower energy costs from clean, renewable energy sources. In recent times, we have established ourselves that the lead contractor in the UK for delivery of Battery Energy Storage System (BESS) projects.

Our support for our data centre clients is core to our future, and as Artificial Intelligence begins to drive investment, we will play our part in enabling the next generation of technology adoption – the opportunities from which are clearly vast.

Across the UK, we are seeing a clear shift in how ESG is shaping market expectations. Clients are looking for partners who can demonstrate credible action: lower-carbon delivery, ethical supply chain management and robust governance frameworks that stand up to increased transparency. ESG is a core differentiator and a marker of long-term resilience.

Our Core Values continue to guide this journey. Our people are empowered to shape our decision-making, our relationships and the respectful behaviours we expect from each other. These values are not abstract; they are lived daily across our teams

and are reflected in the pride with which people approach their work, as evidenced through our successful accreditation as a **‘Great Place to Work’**.

Looking ahead to 2026 and beyond, our priorities remain clear:

- to strengthen our role in the UK energy landscape through safe, high-quality delivery;
- to embed ESG considerations into every stage of our project lifecycle;
- to continue our values-led approach and focus on positive culture, by investing in our people, ensuring our teams have the skills, support, and environment they need to thrive; and
- to contribute positively to the data centre and renewables sectors we serve.

I am excited about the future and confident that with the commitment of our Board and people, the trust of our clients and the clarity of the values that guide us, we will continue to build a UK region that is ambitious, responsible and sustainable for the long term.



**Nigel Taylor,**  
*Managing Director, UK*

As our organisation expands across Europe, ESG at H&MV Engineering increasingly serves as a foundational driver of sustainable and well-governed growth. With strong Environmental, Social and Governance pillars in place, it has shaped and strengthened the way in which we operate, and it also has set a practice of governance that will elevate our business to new heights.

The progress we have made to date on our journey, through strong foundations and clear strategies, reflects our commitment and ambition to deliver long-term sustainable business solutions. Our expansion across the wider European market is playing a key role in the energy transition and combating climate change. In Germany, we are proud to partner with RWE on its landmark Gundremmingen project. On behalf of RWE, H&MV Engineering is building Germany’s largest BESS project at a former Nuclear Power station. This project is a testament to the coalface of the energy transition and demonstrates our contribution to creating a more sustainable future.

We reflect on our value-driven partnerships, as partnership alignment has been a major focus for the business as we grow. Our group supply chain events provide invaluable opportunities for our business to identify and build long-term strategic relationships with delivery partners who are aligned with our sustainability commitments, and drive to minimise the environmental impact of our development footprint. Our organisation places strong emphasis on investing in our people, ensuring that safety and wellbeing are key commitments across our projects and wider operations.

At the heart of everything we do are our core values: Safety, Teamwork, Respect, Excellence and Sustainability. These are the standards we hold ourselves to – at every site, every project, every day. They guide how we show up for one another, how we make decisions and how we build a culture we can be proud of, whilst also giving back to the communities we operate in.

Overall, Sustainability is how we future proof our business, protect our people, strengthen resilience, and improve performance across our projects. The collective passion for world leading sustainable practices across the H&MV business drives a culture of excellence that creates lasting value for our clients, communities, and future generations.

I ask each of you; H&MV colleagues, delivery partners and all our stakeholders, to embrace ESG and support our journey to create a more sustainable society for future generations.



**Declan Wynne**  
*Managing Director, Europe*

# POWERING THE GREEN ENERGY TRANSITION



**||** *Energy is at the heart of the climate challenge – and key to the solution*

**United Nations**

In the face of growing environmental concerns, and the stark escalation in climate-driven extreme weather events, renewable energy is crucial in the fight against climate change, reducing air pollution, and ensuring a stable energy future globally.



## Enabling Renewable Energy at Scale

H&MV Engineering are proud to play a pivotal role in accelerating the global transition to low-carbon energy systems. From wind and solar farms, to battery energy storage solutions, our projects are not just about innovation and engineering excellence; they are about contributing to a more resilient future.



## Driving Innovation and Building Partnerships

Our commitment to the clean energy transition extends beyond the projects we build; it shapes how we innovate, collaborate, and grow as an organisation. Building close relationships with clients, suppliers, and utility partners, and integrating emerging technologies and other solutions strengthens future-proof grid infrastructure.



## Embedding Sustainability

As a core value, Sustainability is at the heart of everything we do. We prioritise low-carbon and lean engineering solutions and integrate energy-efficient construction methods across our projects. We invest in the skills of our workforce, embedding carbon literacy and climate risk adaptations, ensuring we have the expertise for accelerating the energy transition.



# ESG @ H&MV

## OUR STRATEGY

### Climate Action

We foster a culture of integrity, accountability, and ethical leadership, empowering our people, communities & stakeholders through inclusion, safety, wellbeing, and development. As enablers of the digital transition, we leverage technology to improve lives and drive positive change.



### Empowering People

Driving innovation for a low-carbon future by enabling the green energy transition, integrating clean energy into the grid, and advancing net zero solutions. Our work accelerates the shift to sustainable power systems.



### Strong Governance

Upholding the highest standards of governance, transparency, and ethical leadership. Through strong policies, responsible decision making, and resilience, we ensure long term sustainability and impact.



# ENVIRONMENTAL, SOCIAL & GOVERNANCE

## People, Planet, Purpose



# #ESG IS ME

H&MV Engineering are committed to being an industry leader in ESG & Sustainability, because of this we have taken a novel approach to our Sustainability journey. Sustainability is integrated into every aspect of our business operations and our company culture.

**“ESG is ME”** is the slogan we have adapted. ESG is a priority for everyone working for or with the company, irrespective of role, company, level or location.

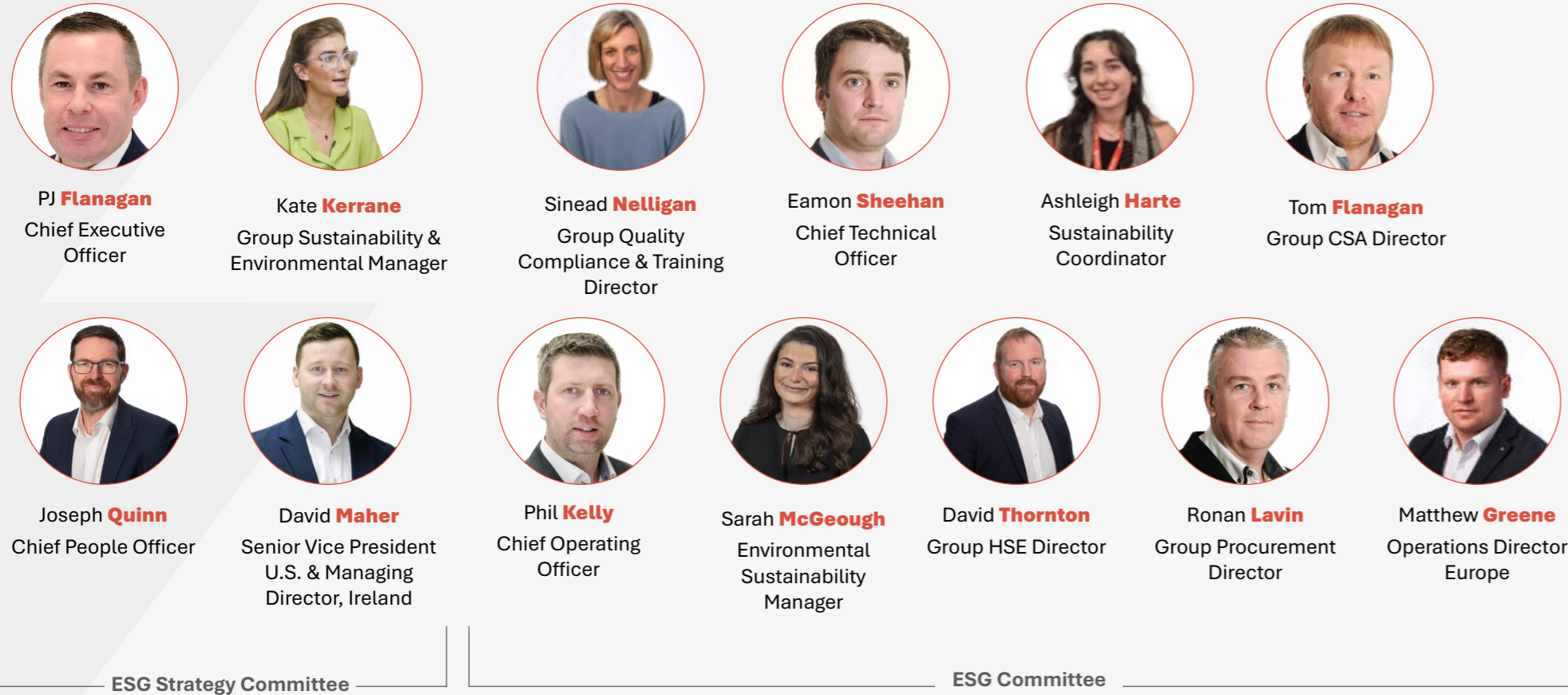
ESG is ME, it is about all of us, and the vital role we play in protecting our people, our planet & our purpose. We take the mindset that individual actions have the cumulative power to make real difference through the power of collective action.

We believe the three pillars of ESG do not exist in silos. They are captured under one banner and integrated into all aspects of our company.

We aim to empower our employees, clients, business partners, local communities, and all other stakeholders that each person has the potential to make a meaningful impact on the world.



# ESG GOVERNANCE STRUCTURE

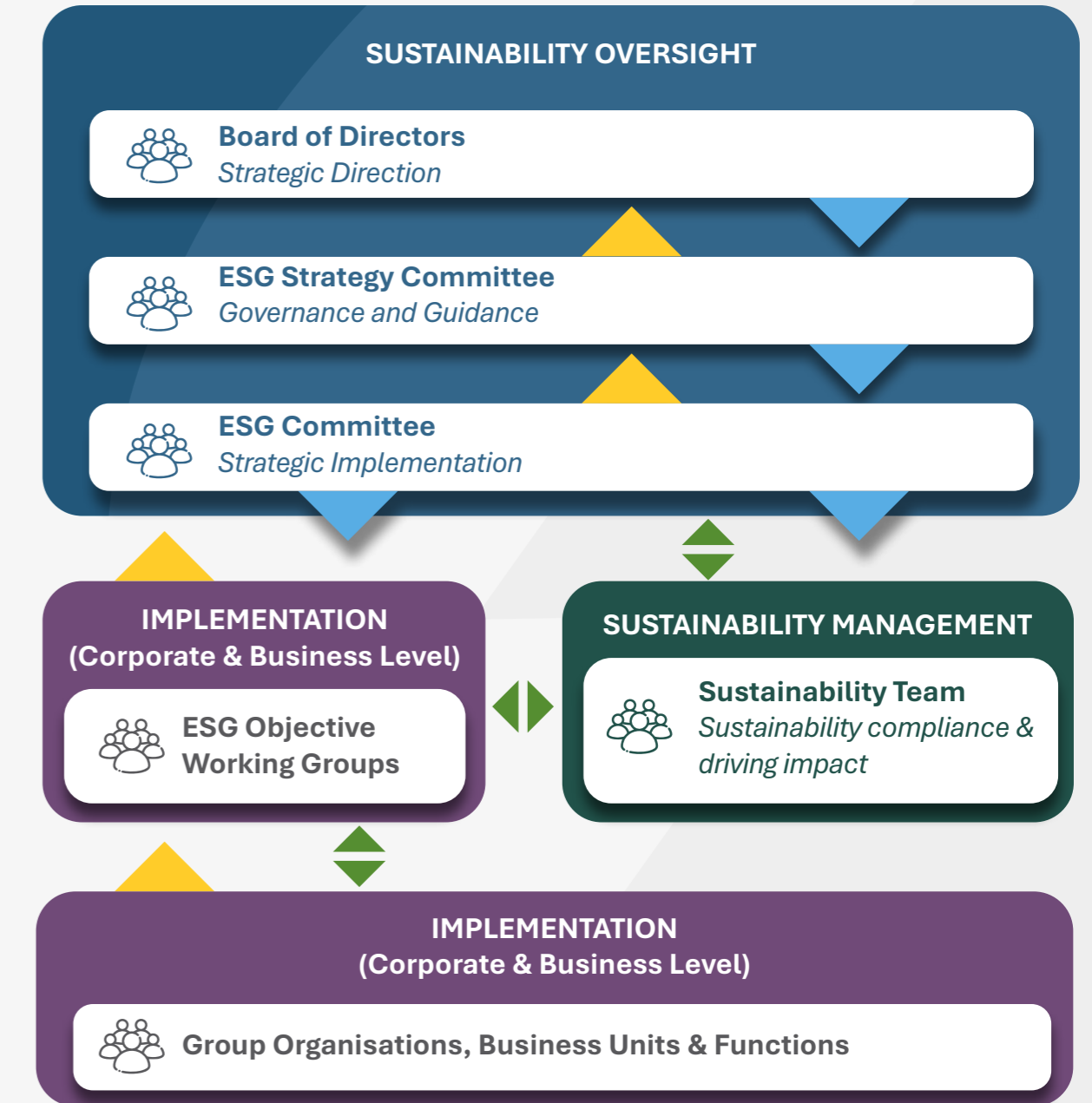
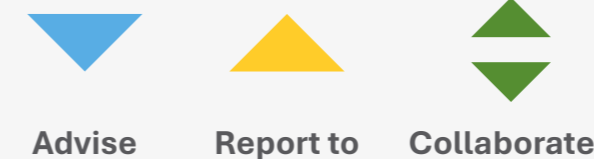


Our ESG governance structure ensures our sustainability strategies, processes and initiatives are well-structured, regularly assessed, and rooted into our daily operations and business objectives.

The illustration demonstrates the role played by the Board, ESG Strategy Committee and the Sustainability Team. It also demonstrates how the ESG Committee and the Sustainability Department are supported by the ESG Objective Working Groups.

## Areas of Responsibility

1. Oversee ESG Strategy & Direction
2. Monitor progress and performance
3. Ensure governance and compliance
4. Promote cross-functional coordination
5. Drive continuous improvement
6. Champion culture and engagement



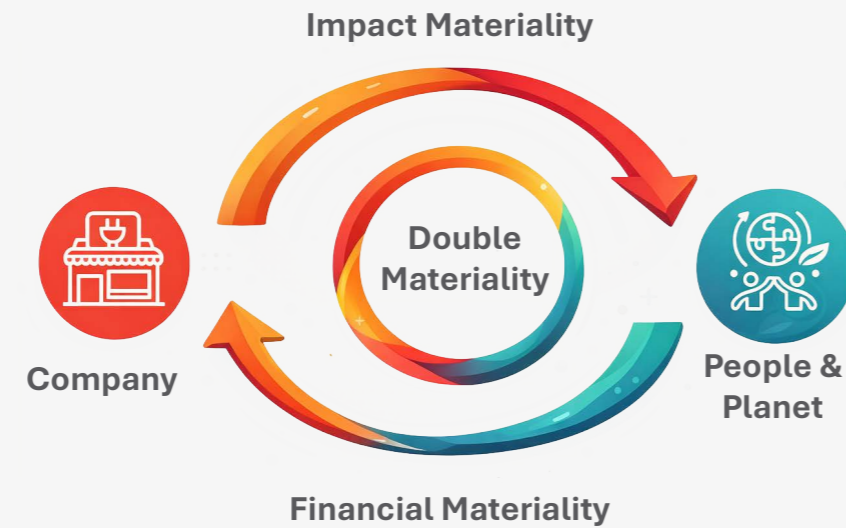
# ADVANCING OUR DOUBLE MATERIALITY **ASSESSMENT**

In 2025, the evolving interpretation of the Corporate Sustainability Reporting Directive (CSRD) created a degree of ambiguity that directly influenced our double materiality assessment.

The “stop-the-clock” directive ultimately extended H&MV Engineering’s reporting deadline, and incomplete guidance at the time meant that expectations were still shifting. Facing differing interpretations of what depth of analyses and evidence would be required influenced the pace and structure of stakeholder input, prompting us to adopt a more cautious approach.

Despite this, H&MV Engineering remain committed to sustainability as an integral organisational priority and not just a compliance obligation. We engaged with third-party professional bodies to conduct a comprehensive CSRD Gap Analysis, allowing us to benchmark our disclosures, processes, and structures against the evolving ESRS requirements.

In parallel, an independent review of our Double Materiality topics was conducted to ensure credibility and alignment with the compliance landscape.



**UNDERSTANDING CONTEXT**

- Gather information
- Map value chain
- Establish assessment methodology

**IDENTIFY IROS**

- Identify relevant IROs from ESRS standards
- Validate list with key internal stakeholders

**ASSESS MATERIAL IROS**

- Identify relevant IROs from ESRS standards
- Validate list with key internal stakeholders

**VALIDATE & VERIFY**

- Validate list with key internal stakeholders

# ESG **POLICIES**

H&MV Engineering have a comprehensive set of company policies which address and strengthen our sustainability commitments across the organisation.

## Some of our key ESG-related policies include



**Environmental Policy**



**Health, Safety & Wellbeing Policy**



**Anti-Bribery & Corruption Policy**



**ESG Policy**



**Equality Policy**



**Ethics Policy**



**CSR Policy**



**Remote Work Policy**



**Information Security Policy**

# OUR ESG OBJECTIVES

*“ We have an opportunity and responsibility to make a positive impact on the environment, the communities we serve, and the people we work with.”*

**Kate Kerrane,**  
Group Sustainability & Environmental Manager

## ESG Objectives

Our commitment to sustainability is reflected in a framework of 14 ESG Objectives which span the pillars of Environmental, Social and Governance. These objectives guide our approach to key areas of sustainability, such as decarbonisation, circularity, people, culture, and ethics and quality. Together, they ensure that every aspect of our organisation can actively contribute to meaningful and measurable impact.

Each objective is stewarded by a C-suite leader or Group Director, ensuring accountability and strategic oversight, and ultimate alignment with H&MV Engineering’s Sustainability Strategy. Alongside executive oversight, each objective is supported by working groups, incorporating the workforce and reflecting the diverse functions and perspective across the organisation.

The ESG Committee maintain responsibility for the direction of the ESG Objectives.

H&MV Engineering’s ESG Objectives are aligned with the United Nation’s Sustainable Development Goals.



# THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDG)

The United Nations 2030 Agenda for Sustainable Development created 17 world Sustainable Development Goals. The objective was to produce a set of universal goals that meet the urgent environmental, political and economic challenges facing our world.

The aim of the global goals is “peace and prosperity for people and the planet”. The SDGs highlight the connections between the environmental, social and economic aspects of sustainable development.

## Five Years to Go

2025 marked a decade since the adoption of the 2030 Agenda for Sustainable Development.

However, the Sustainable Development Goals Report 2025 revealed that the world remains “far off track” from achieving the 2030 agenda.

You can read the report by clicking on the icon.



## Progress Assessment

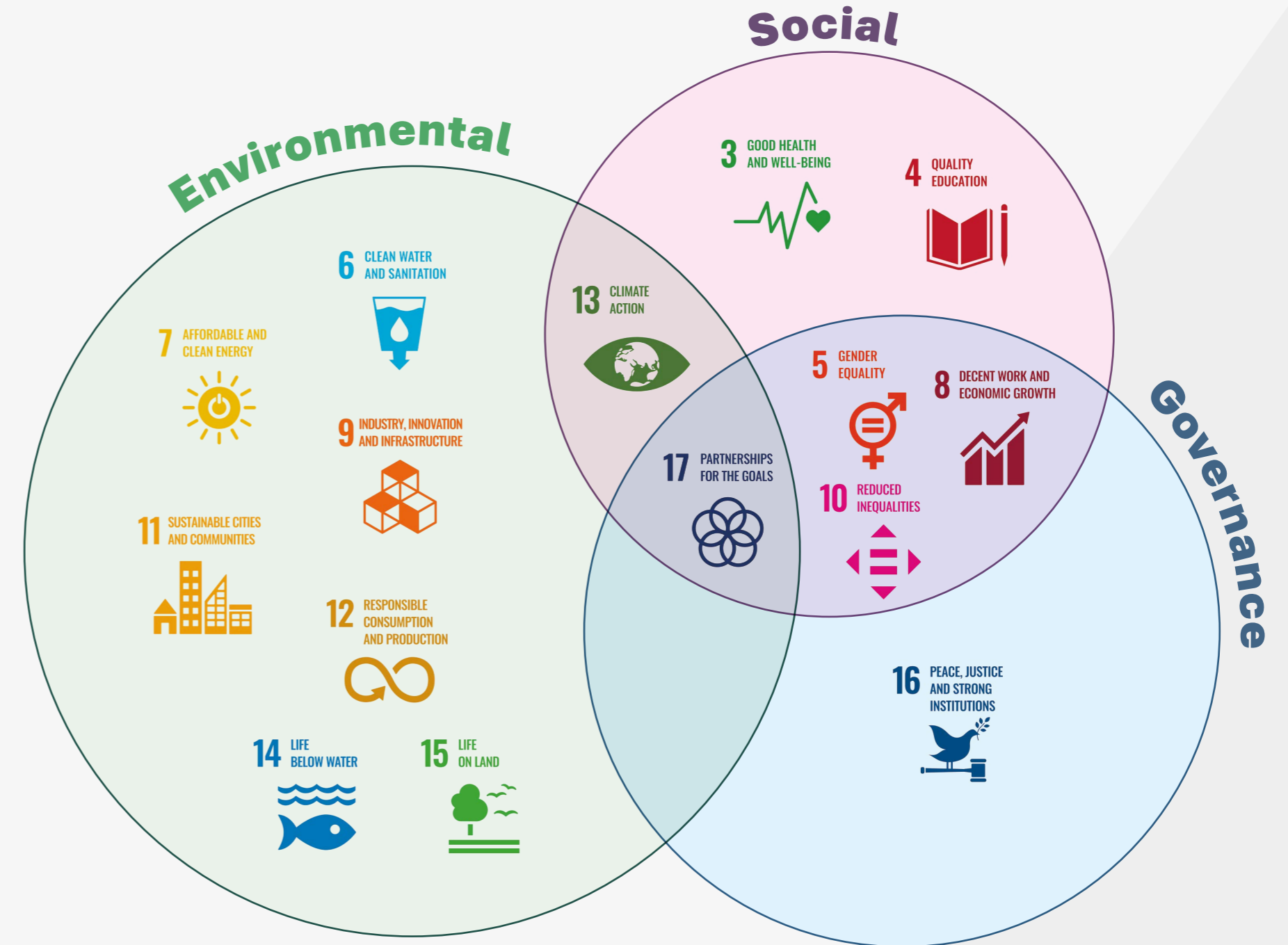
In the UN report, of the 169 SDG targets, 139 could be assessed using global trend data from the 2015 baseline to the most recent year, supplemented by custodian agency analyses. Among these;

- Only **35%** show adequate progress, with **18%** on track
- **48%** show insufficient progress
- **18%** of targets have regressed below 2015 baseline levels.

## A Call to Action

The science is clear, and window for action is rapidly closing. We are at a critical turning point where our actions today can contribute towards lasting impact and meaningful impact.

At H&MV, we want to play our part and act as transformative leaders in the regions where we operate. We want to inspire others – our employees, clients, local communities, and other stakeholders – to join together in this call to action.



# ENVIRONMENTAL

As key players at the heart of the energy transition, we acknowledge that our activities can have a direct impact on the natural world.

At H&MV Engineering, we recognise that a thriving environment is the foundation of a sustainable future. The environment shapes our world, fuels our industries, and inspires our vision for the future. Protecting the environment is central to how we operate whilst delivering critical energy infrastructure. We are committed to the continuous improvement of our environmental performance, which includes emissions reduction, improving energy efficiency, restoring biodiversity, and reducing waste. This commitment not only reflects our values, but also the dedication to protection of our natural world.

To promote risk mitigation and safeguarding of the environment, our Environmental ESG Objectives have been established which encapsulates continuous effort and dedication to improving our environmental impact. Through these objectives, we are proactively managing environmental risks.

Our Environmental Policy reinforces our dedication to environmental sustainability, our alignment of operations with the principles of ISO 14001:2015, the requirements of the Corporate Sustainability Reporting Directive, and our organisational initiatives to promote responsible and sustainable practices.



Since 2013



ISO 14001 certified

Q2 2023



Circular Economy Partnership

Q3 2023



First CDP Climate Change Disclosure

Q4 2023



Hometree Partnership

Q2 2024



Pilot Green site

Q3 2024



CDP Climate Change Disclosure

Nov 2024



Mathakondapalli Model School

2045



Net Zero by 2045

2042



1,000 Acres for Biodiversity

2032



Fleet Decarbonisation

2028



Zero Waste to Landfill

June 2025



Recognised World Environment Day

Q2 2025



Founding Partner of the Supply Chain Sustainability School

End of 2024



10% of Fleet Composed of Electric & Hybrid Vehicles



## NET ZERO

Our ultimate goal is to achieve Net Zero by 2045. We aim to reduce greenhouse gas emissions to the best of our abilities. We will ensure that any remaining surplus emissions are balanced by methods of carbon removal.

Associated SDG's



## ENVIRONMENTAL STEWARDSHIP

Ensuring the responsible use of the natural environment with a high-level guidance and compliance of sustainability best practices on our sites and in our offices globally and adapting innovative strategies for continuous improvement in these areas.

Associated SDG's



BY **2028**

### ZERO WASTE TO LANDFILL

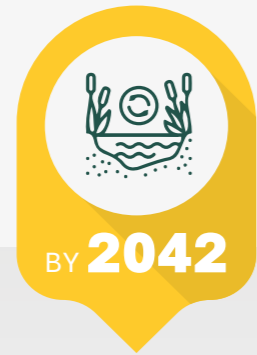
Optimising our waste management processes, and promoting a circular philosophy



BY **2032**

### FLEET DECARBONISATION

Integrating Hybrid and Electric Vehicles, as well as renewable fuels into our fleet



BY **2042**

### BIODIVERSITY RESTORATION

Integrating environmental conservation strategies into our systems and restoring nature for biodiversity



BY **2045**

### SUPPLY CHAIN DECARBONISATION

Reducing carbon across the breadth of our supply chain, using low-carbon materials and collaborating with value chain partners



BY **2045**

### NET ZERO

Mitigating climate risk and contributing to a more resilient, sustainable future for our people, our clients, and our communities

At H&MV Engineering, we remain committed to upholding the highest standards of environmental compliance as part of our broader ESG strategy. As an organisation working at the forefront of energy infrastructure, we recognise the transition to a lower-carbon future. Our approach intends to go beyond compliance, and aims to embed proactive environmental management practices across all of our regions.

We strive to avoid, minimise and mitigate any construction effects on the environment. We adhere to all relevant local, national, and regional environmental regulations, ensuring our best practicable environmental performance in the delivery of our projects.

We implement a series of essential environmental documentation specific to each of our projects that support our compliance with all applicable legislation and statutory controls, and ultimate protection of the environment, while allowing for the successful execution of our projects.

## Environmental Management

Our environmental management system provides a structured framework for managing environmental risks, obligations and performance across regions in which we operate. It strengthens compliance with ISO 14001 principles and ensures environmental considerations are consistently embedded into project planning, delivery and operational decision-making.

Our Group Environmental Policy outlines our dedication to environmental protection and harm prevention across our operations.



**336**

Dedicated environmental audits conducted over 2025



**ISO 14001**

Reassessed and maintained in 2025



ENVIRONMENTAL  
**STEWARDSHIP**

**Environmental Audits**

Audits are a key component of our management approach, providing a structured review of compliance, performance, and on-site practices across our projects. Our audits extend from premobilisation, running through the duration of the project until site demobilisation and handover. The auditing elements include water, waste, ecology & land use, energy, cultural & heritage, and hazardous substances control.

Our audits are digitalised which allows for streamlined data collection, as well as allowing us to identify prominent risks, close gaps and drive continuous improvement.

**Education, Awareness & Training**

Environmental education and training play a vital role in developing a workforce that is informed, responsible, and equipped to support our sustainability ambitions. These programmes ensure employees understand environmental best practices, internal policies, and applicable regulations.

**Environmental Controls on Site**

Implementing strong environmental controls on our sites is essential to protecting local ecosystems, preventing pollution, and ensuring compliance with regulatory requirements. Effective bunding is a critical environmental control on all our sites, ensuring that fuels, oils, and other hazardous liquids are safely contained and cannot enter surrounding soil or watercourses. We use properly designed and maintained bunds around storage tanks, generators, and chemical containers to provide secondary containment in the event of spills or equipment failure.

Designated concrete washout areas are established on every project to capture alkaline runoff and prevent contamination, ensuring that all concrete residue is managed and disposed of responsibly. We also deploy silt fencing to reduce sediment entering nearby drains, rivers, and waterbodies—an important safeguard, particularly during excavation and earthworks.

These measures, combined with routine inspections, toolbox talks, and site-specific environmental plans, help ensure our operations minimise environmental impact and uphold the highest standards of stewardship across all project locations.





# CIRCULAR **ECONOMY**

*The adoption of a circular philosophy of natural resources, which strives for the longevity, reusability and recyclability of materials. We aim to employ effective waste management strategies, partner with community groups, and uphold Zero Waste to Landfill contracts with waste carriers.*

Associated SDG's



Over the course of 2025, significant strides have been made in identifying opportunities that support circular economy and advance our sustainability objectives to drive a carbon conscious culture across the organisation.

## Waste Management

Waste management is a key environmental focus area for H&MV Engineering, as we continue to reduce our environmental impact across our global projects. Our waste management processes rely on clear segregation systems, material reuse where possible, and maintaining relationships with waste vendors that share and support a circular philosophy. These relationships enable us to maximise recycling, and recovery whilst diverting waste from landfill and other permanent waste destinations.

Waste management plans are implemented across all of our projects and follows the Waste Hierarchy whilst detailing how generated waste is managed, separated, and disposed.

On-site implementation is supported by regular training, toolbox talks, and waste awareness campaigns.



Beyond basic compliance, by having capable and well-managed waste vendors is central to how we uphold environmental standards on our projects. Our projects generate a range of materials, which typically includes metals, wood, bulky waste, concrete, soils, stones and other construction & demolition (C&D) waste.

According to the European Commission, construction & demotion (C&D) waste “accounts for more than a third of all waste generated in the EU”. According to the Department of Climate, Energy and the Environment in Ireland, excavated soil and stone makes up about 85% of this waste.



# CIRCULAR **ECONOMY**

Effective vendors enable us to manage waste streams efficiently while minimising risks, maximising recycling rates and ensuring that waste materials are diverted from landfill wherever possible.

As we continue to scale across Europe and further afield, the regulatory landscape around waste management is becoming more demanding. Many of our clients are requesting increasing levels of detail surrounding waste generation, quantities, and movement through the lifecycle stages.

We recognise the need to strengthen the selection and appointments of our waste vendors as legislative pressures tighten. We aim to elevate our already high expectations and strengthen our oversight and ensure our waste partners are aligned with our environmental commitments.

We acknowledge that effective waste vendors are a critical part of our value chain, and enable us to operate responsibly, meet regulatory expectations and deliver high-quality engineering projects across all regions.





CIRCULAR  
**ECONOMY**

**Community Partnerships**  
**Community Wood Recycling Network**

Our ongoing partnership with Glasgow Wood, a social enterprise and a member of the wider Community Wood Recycling Network, remained strong throughout 2025, and for the foreseeable.

This organisation removes timber from two of our largest projects in Scotland, which would otherwise be diverted to waste streams on the project site. This timber is repurposed into products such as indoor and garden furniture, and other useful items. The organisation also provides valuable training and volunteering opportunities to local communities, with the aim to reduce unemployment and social exclusion.

With thanks to this social enterprise, we are confident that the waste wood generated from these project sites is repurposed with a purpose and benefits local communities. In addition, we are able to successfully reduce our waste from project sites.

Community Wood Recycling Network have a number of enterprises within their network across the United Kingdom and aim to engage with them across more of our UK projects.



**Coalburn 1: PPE Recycling**

We have also partnered with a PPE recycling partner for this project. Due to the nature and size of many projects, a significant quantity of PPE clothing is acquired for the project life cycle, much of which would likely have been discarded due to condition.

This recycling partner uses a textile shredding system, so old or discarded PPE can be reused to create other clothing items, or to create other items such as geotextiles.

They operate a Zero-Waste-to Landfill policy, so all discarded PPE is reused.

**WASTE AWARENESS**

In 2025, the theme of World Environment Day was Plastic Pollution. In recognition of this, we held an online webinar for all global staff focusing on Zero-ish Waste Living. The workshop explored “the **5 R’s of Zero Waste – Refuse, Reduce, Reuse, Recycle, and Rot**”, and provided practical steps that can be implemented in everyday life.

This workshop was supported by our partners at Global Action Plan.

On one of our project sites, we hosted Flossie and the Beach Cleaners where they spoke about their journey and community-led efforts to tackle marine waste.



## GREEN SITES & OFFICES

The application of sustainable construction methods and additional on-site green initiatives. Initiated from project design, planning and commencement, and continuing to benefit the local environment and community following project completion.

Associated SDG's



Our Green Sites & Offices objective has moulded our commitment to operating responsibly across every project and workplace. We prioritise energy efficiency and low-carbon alternatives, ensuring that our day-to-day operations support our broader environmental goals.

We set out determining a Pilot Green Site which would serve as a model for environmentally conscious welfare set-ups and provide the opportunity to explore a range of sustainable initiatives. The primary goal of this objective in its outset was to reduce the carbon footprint by use of green technologies.

### Renewable Energy

Our green initiatives promote the use of renewable energy wherever feasible, reducing our reliance on fossil-based power during project delivery and operations. This includes prioritising grid-connect renewable energy for welfare compounds, where possible, deploying solar-powered lighting and equipment, and trialling low-carbon alternatives such as hybrid generators.

Three of H&MV Engineering sites, including two offices and one project site, have yielded electricity produced from solar.

In addition, one leased asset which serves as an office in the Irish region also generates electricity from solar.

We continue to engage with our energy providers across our organisation and move towards power purchase agreements to serve 100% renewable energy to our facilities.



## GREEN SITES & OFFICES



**38 MWh**

Of renewable energy produced from both owned and leased facilities



**22.7 MWh**

Of renewable energy produced from owned H&MV Engineering



**12.7 %**

Increase of renewable energy produced



**2,973 tCO2e**

Avoided from use of HVO



**310 tCO2e**

Scope 2 Location-Based Emissions

## Pilot Green Site: Bracklone 110 kV

In 2024, we had proposed a modular solar panel installation for the welfare compound on site.

The modular approach allowed us to adjust to site requirements, as well as roof space available on the compound.

The solar arrays were both roof-mounted and ground-mounted. Real-time data was available through a portal which provided day-to-day information on solar production on site.

As the project draws to a close, and as a direct result of the initial plans which ensured portability, flexibility, and efficiency, we have identified another site for which the panels can be installed for continued electricity generation. This draws on our commitment to carbon reduction on our projects and reducing reliance on fossil fuel.



## GREEN SITES & OFFICES

### HVO

We have begun incorporating Hydrogenated Vegetable Oil (HVO) across a number of our project sites in the UK as a lower-carbon alternative to conventional gas oil for use in our generators. This switch has an immediate reduction in site-based emissions from fuel.

Across the UK, HVO availability is steadily expanding, and we are seeing this availability and option increase with our value chain partners in that region.

In our other regions of operation, we are reliant on fuel providers for their catalogue of fuels, and their ability to serve in often remote areas where our projects are based.

Despite the challenges, we are committed to incorporating this low-carbon alternative where feasible and reducing our emissions.

### Energy Audits

Over 2025, our offices underwent a number of energy audits to help identify opportunities to reduce consumption, improve efficiency and lower operational carbon emissions. These audits assessed how energy is used across lighting, heating, equipment, and occupancy patterns. This would provide important insight for where opportunities for improvement can be made.

Much progress has been made over previous years to improve the energy efficiency of our offices, which included installing solar panels, updating lighting to LED lighting, upgrading our buildings and relocating offices to newer, more energy efficient buildings.

Energy awareness campaigns have also been deployed across our facilities and projects.

By embedding regular energy assessments into our management approach, we ensure our offices operate more efficiently, support our carbon-reduction goals, and continually progress toward a more sustainable workplace environments.





## BIODIVERSITY

*The protection and optimisation of all natural flora and fauna within our sites and office locations. By partnering with organisations who are leaders in biodiversity, we strive to restore and enhance the diversity of species within their natural ecosystems.*



The protection and optimisation of all natural flora and fauna within our sites and office locations. By partnering with organisations who are leaders in biodiversity, we strive to restore and enhance the diversity of species within their natural ecosystems.

### Biodiversity Management

A Construction Environmental Management Plan (CEMP) is in place across every single project we work on and ensures biodiversity considerations are embedded into project planning and execution. Potential ecological impacts are identified and mitigated through the site-specific Environmental Impact Aspects & Mitigations document, aligning with regulatory requirements and best practices.

Educating our workforce on biodiversity is an increasingly important element of our site-level engagement, and toolbox talks play a vital role in raising awareness and building confidence among project teams. These talks provide practical guidance to effectively manage biodiversity in the areas which we work.

H&MV Engineering is committed to protecting and enhancing biodiversity as part of our broader ESG Strategy. By integrating biodiversity protection into operation, we support ecosystem resilience, regulatory compliance and long-term environmental sustainability.

### Biodiversity Strategy

At H&MV Engineering, we began working towards our Biodiversity strategy in 2025, which is a key document outlining our steps in achieving our goal of 1,000 acres restored for biodiversity by 2042. It would detail a clear approach to habitat restoration, conservation and ecological resilience.

Due to competing priorities within the organisation, our initial aim to release this strategy in 2025 was not met. In addition, the rapid expansion of the company requires additional time and research to ensure stakeholders in all of our regions can be clear on how we intend to deliver on our promises.

However, this delay does not diminish our commitment to deliver on our goal and has provided us with the opportunity to delve deeper into research for a robust and clear strategy.



## BIODIVERSITY

### Case Study: Biodiversity Enhancement Programme, Coalburn

Beyond solving the immediate earthworks challenge H&MV Engineering implemented a biodiversity enhancement programme that transforms the site into a thriving ecological asset.

#### Native Species Integration

There were native species integrated into various site elements such as mixed planting, which created dense, thorny habitat for site security whilst delivering ecological benefits. Wildflower meadows supported pollinator populations and strategic rock placement created microhabitats for reptiles and small mammals. Native tree species were also planted and included the retention of existing fallen trees for wildlife corridors.





## BIODIVERSITY

### Ecological Corridor Development

The programme incorporates 1:2 self-supporting slopes, which provide stable, low-maintenance gradients designed to support long-term landscape integrity. Natural surface water runoff management features are included to help reduce erosion risk and maintain site stability. Continuous habitat corridors are created to ensure the landscape is visually cohesive and functionally connected, enabling species movement across the site. In addition, insect hotels are installed to offer refuge for beneficial species, contributing to overall biodiversity on the site.

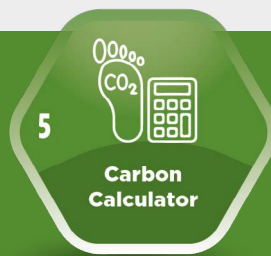
### ESG Awareness Month

During ESG Awareness Month, several of our team from the Bangalore office joined for a tree plantation drive at ITI Government College, Hosur.

We kickstarted the plantation of 2,000 native saplings along with senior leaders of our Technical, Engineering and Commissioning teams.

The saplings will continue to be under H&MV's care for a period of one year, after which depending on the condition will be handed over to the college authorities.





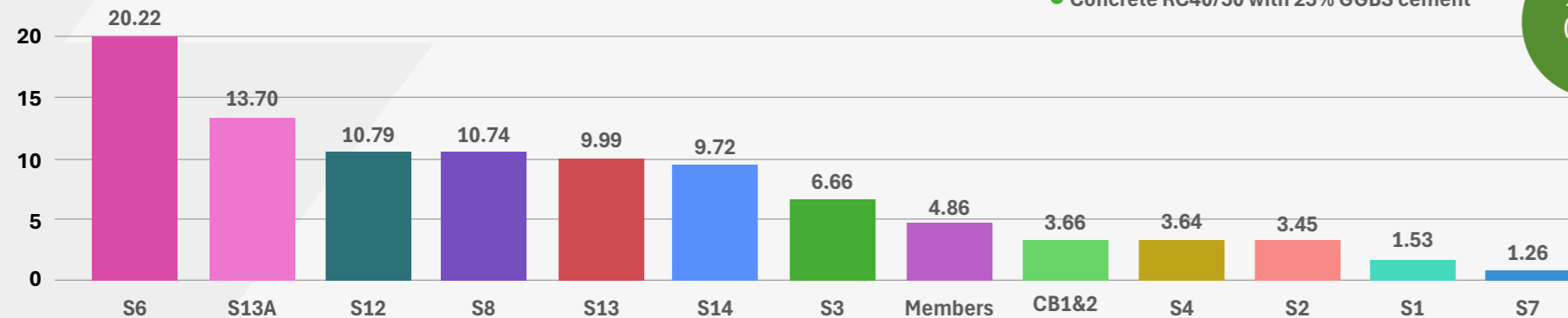
# CARBON CALCULATOR

Using innovative technology and tools to develop an in-depth understanding of our construction activities and its contribution to carbon emissions. This is a vital component for hot-spot analysis in carbon reduction and mitigation strategies.



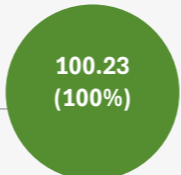
As the demand for cleaner, smarter, and more resilient energy infrastructure grows, project owners are increasingly expected to demonstrate clear sustainability performance throughout the lifecycle of their assets. At H&MV Engineering, we recognise that decisions made during the design and procurement phases have the greatest influence on a project's carbon footprint. That is why we developed our bespoke Embodied Carbon Calculator—an advanced tool designed specifically for high-voltage substations and largescale energy projects.

Emission (tCO<sub>2</sub>E) by Member



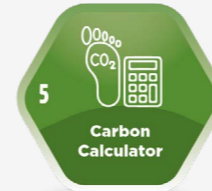
Emission (tCO<sub>2</sub>E) by Material

● Concrete RC40/50 with 25% GGBS cement



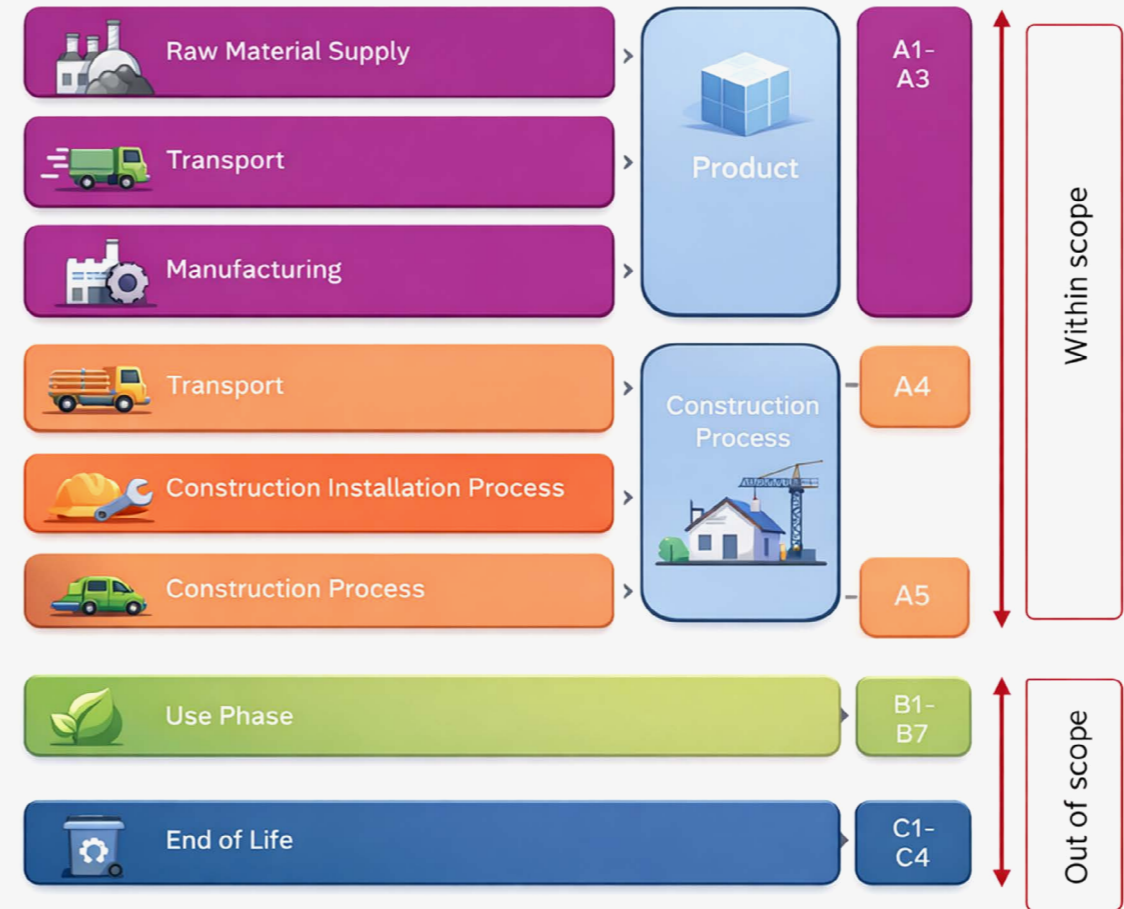
The Carbon Calculator is a digital tool developed to measure and analyse the embodied carbon associated with the construction of energy infrastructure projects. It quantifies materials used across a project and calculates the carbon impact from raw material supply through to construction and even across the full lifecycle where required. The tool allows our teams and clients to clearly understand environmental impact and make informed decisions through the tool and bespoke reports generated.

H&MV's Carbon Calculator is tailored to the materials, suppliers, and construction methods used in electrical infrastructure. It quantifies embodied carbon from raw material supply through to construction completion (A1–A5), with the option to extend to full lifecycle assessment.



# CARBON CALCULATOR

## Life Cycle Information



## Demonstrated Results Across Projects

The tool is already driving meaningful sustainability benefits. Recent H&MV projects have achieved:

- Up to 13% reductions in embodied carbon per m<sup>2</sup> on comparable 110 kV renewable substation projects
- Over 50% reductions in carbon emissions for key civil engineering components through design optimisation and use of lower carbon concrete mixes
- Significant savings from modularisation, leaner designs, and targeted value engineering

These improvements are the result of informed, data-driven decisions made early in the project - long before carbon becomes locked in.



## SUSTAINABLE DESIGN

*Employing methods of innovative sustainable design techniques to reduce environmental impact, carbon footprint and increase project efficiency and value.*

Associated SDG's



### Sustainable Design Commitments

- Plan and deliver infrastructure using low carbon methods
- Maximise on-site resources and reduce transport emissions
- Minimise material usage and wastage with integrated sustainable designs utilising modern methods of construction
- With the implementation of precast in Coalburn 1 it has reduced construction time by 57% compared to in-situ and a reduction of 21% in cost.

In a time where data centres account for nearly 3% of Europe electricity demand and regulatory frameworks demand aggressive carbon reduction targets, the infrastructure that powers Europe's digital and energy transition must itself be sustainable. At H&MV Engineering, we are not merely responding to these imperatives—we are pioneering technical solutions that fundamentally reduce the carbon footprint of substation construction.

The European Union has experienced a remarkable surge in renewable energy, with renewables accounting for more than 42.5% of the energy mix in 2025 and investments exceeding €3 trillion globally. Solar photovoltaic led the expansion, driving record annual installations and grid integration challenges.

### Precast Concrete: Industrialising Sustainability

The adoption of precast concrete solutions for substation civil works—such as transformer firewalls, bunds, plinths, cable troughs and modular foundations—provides a significant opportunity to advance H&MV's ESG objectives while strengthening project delivery performance. The shift from traditional in-situ construction to standardised factory-produced units directly supports lower-carbon design, improved environmental controls, safer working environments, and more resilient governance across project execution

Using precast concrete for transformer firewalls, bunds, plinths and other substation elements brings a practical shift toward cleaner, safer and more predictable project delivery. Because precast units are manufactured in controlled factory conditions, material use is optimised from the outset—mix designs can incorporate higher percentages of low-carbon binders like GGBS, and waste is kept to an absolute minimum compared with traditional in-situ pouring where margins, rework and over-ordering are common. This more efficient use of materials directly lowers embodied carbon and avoids many of the emissions normally associated with extended on-site concreting activity.



## SUSTAINABLE DESIGN

### CASE STUDY: Gundremmingen, Germany

RWE have appointed H&MV Engineering for the design and construction of a 401 MW BESS, MV Switchgear Buildings, AIS Substation, Grid Route, and Transfer Station.

The Gundremmingen site had been a nuclear power station whose decommissioning was finalised in 2021.

The RWE Gundremmingen BESS project reflects the growing importance of large-scale battery storage in supporting Europe's renewable energy ambitions. By stabilising the grid and enhancing flexibility, the project will play a critical role in enabling great penetration of wind and solar energy, ensuring reliable and sustainable power for communities and industries across the region.

The BESS consists of battery units to be installed on pad footings with integrated cable trenches and drainage channels. Concrete footings, foundations and plinths are a combination of In-situ elements and Precast elements.

The Substation consists of a two-bay 330 kV transformer to AIS equipment that connect to the Transfer Station via the approximately 650m Cable Route (ducting and concrete cable troughs).

Throughout the design process, our team endeavoured to reduce waste and potential emissions where possible. By utilising both the environmental and social benefits of precast in place of in-situ concrete.



**36 tCO<sub>2</sub>e**

Net reduction from using precast in civil design



SUSTAINABLE DESIGN

CASE STUDY: ESB Substation, Cork

Kilbarry 110 kV Substation was a first for Ireland, applying directional drilling beneath an active 110 kV Air-Insulated Substation (AIS) to establish a connection with a new 110 kV Gas-Insulated Substation (GIS).

Horizontal Directional Drilling (HDD) is a trenchless construction method that supports our commitment to minimising environmental impact during project delivery. By enabling underground cable and pipeline installation without extensive surface excavation, HDD significantly reduces land disturbance, protects local biodiversity, and helps preserve existing habitats and watercourses.

The original idea was to lay the grid route around the substation and under the road which would require to close the road and lay the grid route which was 2010m.

This idea would involve the need for trenches, road closure, traffic management, road opening licenses, co-ordination with local authorities and utility providers.

There were significant cost and material savings from applying this method which included,

- 600 cubic meters of CGBM (Cement grouted bituminous mix)
- 150 cubic meters of tar

- 75 cubic meters of crushed stone
- 2000 meters of aluminium cable
- And a reduction of ducting length from 2010m to only 590m of which 275m was HDD.



SUSTAINABLE DESIGN

CASE STUDY: Coalburn, BESS

On our Coalburn BESS project with Copenhagen Infrastructure Partners, we were met with a challenge.

Following prolonged rainfall and soil saturation, revised assessments revealed 100,000 tonnes of unsuitable structural fill material. This deficit posed risks to cost, programme and environmental programme. Rather than accepting these environmental costs, we pursued an innovative, adaptive solution that re-engineered the earthworks strategy to deliver full material recovery, carbon reduction, and alignment with our sustainability goals.

**Instead of accepting conventional approaches, we executed a closed-loop earthworks strategy that delivered:**



**7,513** tonnes of CO2-equivalent avoided



**Approx. 5,000** HGV movements eliminated from local rural roads



**£3.5 million** cost impact mitigated



**280** trees planted with comprehensive biodiversity enhancement





SUSTAINABLE  
**DESIGN**

## Innovation: Transformer Oil Recycling

H&MV Engineering operates a specialised Transformer Oil Filtration and Recycling Unit, typically mounted on a truck, for various applications like transformer filling, refilling, testing, and asset management. This unit helps to maintain and recondition transformer oil, ensuring optimal performance and longevity of electrical equipment.

The primary function of the H&MV Engineering Transformer Oil Filtration and Recycling Unit is to maintain the quality of transformer oil. The unit is used for a range of tasks, including filling new transformers, refilling transformers after maintenance or testing, refilling cable bushings, and reconditioning oil as part of an asset management system. Oil filtration is crucial for removing contaminants like dirt, water, and metal particles, ensuring optimal performance of machinery and engines.

The benefits of clean oil leads to reduced wear and tear on equipment, extended lifespan of machinery and components, improved system performance and reduced maintenance costs. Bypass oil filters, like the PREMOPlus system, can be used in conjunction with full-flow filters to remove even smaller particles, further enhancing oil cleanliness.



### CASE STUDY: King's Mountain Wind Farm, Ireland

H&MV Engineering's Transformer Oil Filtration and Recycling Unit was recently deployed at SSE's King's Mountain Wind Farm which has a 110 kV transformer. The transformer is 11 years old, and the Transformer Oil Filtration and Recycling Unit carried out three filtration passes and rejuvenated the oil. This work has extended the quality of the transformer oil for another approximate 10 years.



## SUPPLY CHAIN MANAGEMENT

*Evaluating the breadth of our supply chain and subcontractors in order to effectively progress towards circularity and decarbonisation, ultimately reaching Net Zero by 2045.*

Associated SDG's



Our supply chain plays a critical role in how we deliver safe, reliable, and sustainable energy engineering projects. As our operations continue to expand across multiple regions, we recognise that responsible supply chain management is essential not only for ensuring quality and continuity of service, but also for upholding our environmental and social commitments. We work closely with our suppliers and subcontractors to maintain high standards of safety, compliance, and ethical conduct, ensuring that every partner contributes positively to the outcomes we deliver for our clients and communities.

### Supplier Relationship Manager

In 2025, we took a significant step forward in structuring how we intend manage, evaluate and collaborate with our value chain through the implementation of our new SRM system. This work formed part of our broader ambition to improve supply chain transparency, embed responsible procurement practices, and seamlessly centralise our onboarding process as we continue to expand.

This system will be considered a single source of truth for supplier data, and assist in digitising onboarding, track documentation, and streamline updates across all regions, while ensuring that compliance requirements are consistent and maintained.

A major strength of the SRM was the integration of ESG Considerations into supplier assessments and provides a means for suppliers to provide environmental product declarations and carbon footprints of their products. From an operational perspective, the implementation strengthened cross-departmental alignment between Procurement, Quality, Health, Safety & Environment, and many more.

Overall, the implementation of our SRM represents a foundational transformation in how we manage supply chain risk and drive sustainable performance.



## SUPPLY CHAIN MANAGEMENT

### Continuous Improvement

We recognise a significant collaborative effort across numerous teams within H&MV Engineering, such as Planning, Design and Operations, to develop the Procurement APP, to manage efficiency and sustainable procurement in our projects.

### Supplier Engagement

H&MV Engineering recognise the importance of strengthening our valued relationships with our supply chain partners.

We believe that hands-on engagement is essential to building resilient and high-performing supply chain. Direct interaction with our suppliers and value chain partners, through in-person meetings and workshops, provides valuable insight into improvement opportunities that cannot be captured through remote avenues alone.

This approach enables constructive dialogue, practical support and shared learning, and is essential to ensuring our partners values, behaviours, and standards are genuinely aligned with those of H&MV Engineering.

Maintaining these relationships will remain core to our approach to supply chain management.

### SF6 Management

Sulphur Hexafluoride (SF<sub>6</sub>) is an extremely potent greenhouse gas, with a global warming potential of 24,300. Under EU Regulation (EU) 2024/572, its use will be phased out in stages, culminating in a full ban on SF<sub>6</sub> in medium-voltage equipment from 1 January 2026. This regulatory shift marks a significant transition for the sector, as SF<sub>6</sub> has long been relied upon for its exceptional insulating and arc-quenching properties in switchgear and circuit breakers. Phasing out fluorinated gases will require substantial changes in equipment design, manufacturing approaches, and maintenance practices.

### SF6 Phase Out

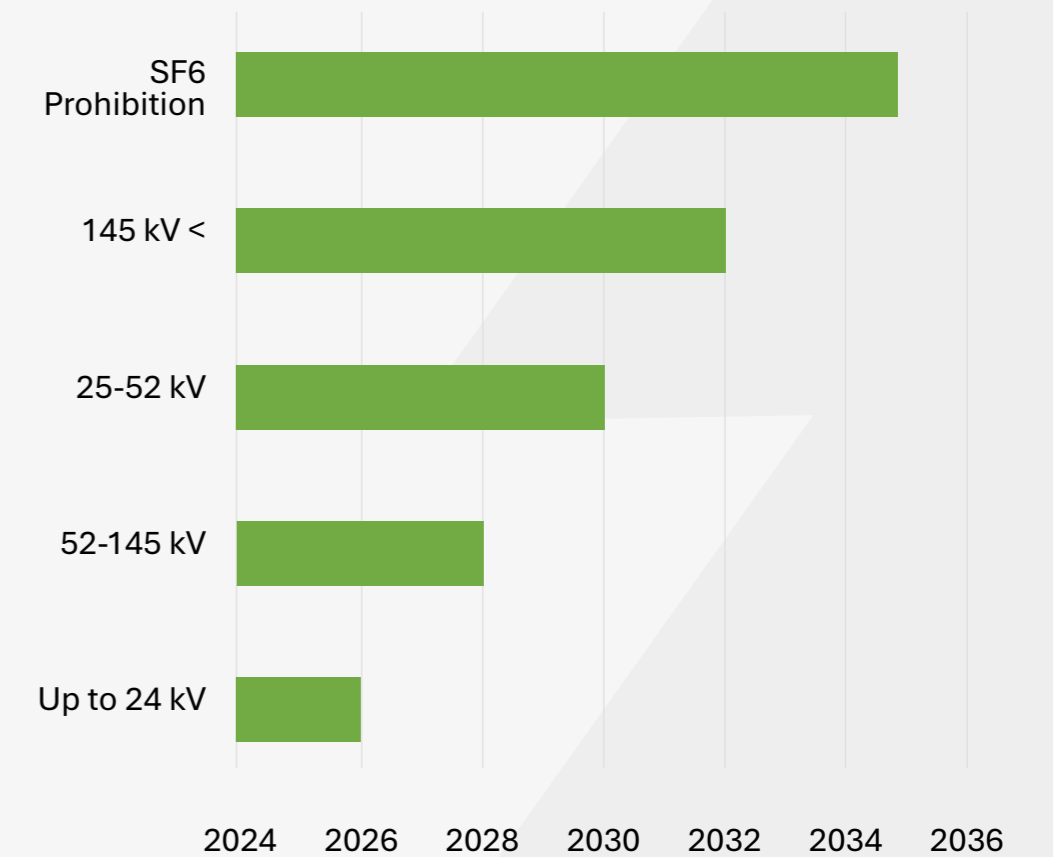
Evolving EU regulations are accelerating the transition away from sulphur hexafluoride (SF<sub>6</sub>), particularly within high- and medium-voltage equipment. Under the new requirements, all switchgear up to 145 kV must be SF<sub>6</sub>-free from January 2028. In preparation for this shift, H&MV engaged proactively throughout Q2 2025 by hosting three technical workshops with major OEMs to review the next-generation technologies now entering the market and assess how these solutions can be integrated into our future project designs.



## SUPPLY CHAIN MANAGEMENT

We currently have three live projects utilising SF<sub>6</sub>-free high-voltage GIS switchgear which use clean-gas alternatives with significantly lower global warming potential. Another supplier is advancing a different approach based on clean-air vacuum technology, offering another credible path toward a fully SF<sub>6</sub>-free portfolio. While the phase-out also applies to the medium-voltage sector, the regulation covers equipment up to 24 kV at this stage. No manufacturers are yet producing 36 kV SF<sub>6</sub>-free switchgear, as regulatory requirements for this voltage level will not come into effect until 2030.

### SF6 Phase Out





## SUPPLY CHAIN MANAGEMENT

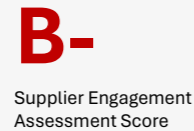


### Logistics & Transport

In procurement, we are exploring more efficient self-transport options with our logistics partners.

We aim to increase project delivery efficiencies and gain greater insights.

### Supplier Assessment Engagement Score



We were thrilled to gain a B-score from the Carbon Disclosure Project for our Supplier Engagement Assessment. This score places us within the Management band, reflecting the coordinated and structured action to engage our supply chain on climate-related issues.

### Carbon Border Adjustment Mechanism



The EU's CBAM is now in its definitive phase and requires importers of carbon-intensive goods to report embedded emissions. As these regulations take effect, we are strengthening supplier engagement and improving emissions data collection to ensure full compliance.

## Supply Chain Sustainability School

We are proud to announce our partnership with the Supply Chain Sustainability School, a leading platform for sustainability education and collaboration across the built environment. This collaboration marks a significant step forward in our journey toward a more responsible, resilient, and low-carbon future.

As a core partner, H&MV Engineering can participate in working groups, webinars and workshops alongside other leading Irish and international construction, engineering and infrastructure firms, sharing lessons learned and co-creating innovative solutions

More than just a badge of honour, this partnership reflects our values:

**Excellence** – striving for innovation and continuous improvement in our company and our communities,

**Teamwork** - collaborating across our supply chain to raise standards and reduce impact,

**Sustainability** – driving meaningful change across our operations in tackling the climate and social challenges of our time.



*"In the pursuit of achieving Net Zero by 2045, we believe that a sustainable supply chain begins with education and collaboration. The Supply Chain Sustainability School offers access to several key topics which are essential in decarbonising our supply chain."*

**Ronan Lavin**  
Group Procurement Director



## FLEET MANAGEMENT

*By analysing our current fleet, we explore sustainable fleet management options and alternatives, and continue to investigate methods of decarbonisation.*



### Fleet Transition Strategy Acceleration

In 2025, H&MV Engineering continued the structured transition of its fleet away from conventional diesel vehicles toward lower emission alternatives, aligned with our sustainability expectations across the business as a group.

The most significant change observed during 2025 was the clear shift in new vehicle purchases, with 0–2 year vehicles showing substantially higher proportions of Electric and Hybrid units compared to older fleet categories.

Some of our key 2025 initiatives included

- the prioritisation of electric and hybrid vehicle options for all new suitable roles
- fleet ages rationalisation to phase out high-emission legacy units, review of global supplier framework agreements to ensure EV availability in core markets
- And enhanced collaboration between cross functional teams within the organisation

### Fleet Management

Our current fleet is predominantly based in Ireland and the United Kingdom, with progress made over the year to improve our global fleet. We engaged with Ayvens as a partner for this, providing end-to-end support for us to operate a safe, efficient, and sustainable fleet of vehicles.

The data highlights that the shift to this management has proven positive in the direction of fleet decarbonisation, and gradually reducing long-term reliance on fossil-fuel vehicles.



**30.9 tCO<sub>2</sub>e**  
avoided by use of HVO in 2025.



**20.6%**  
Fleet composition of Electric and Hybrid Vehicles



**28.4%**  
Fleet composition of Electric and Hybrid Vehicles, including HVO



**FLEET MANAGEMENT**

## Alternative Renewable Fuels

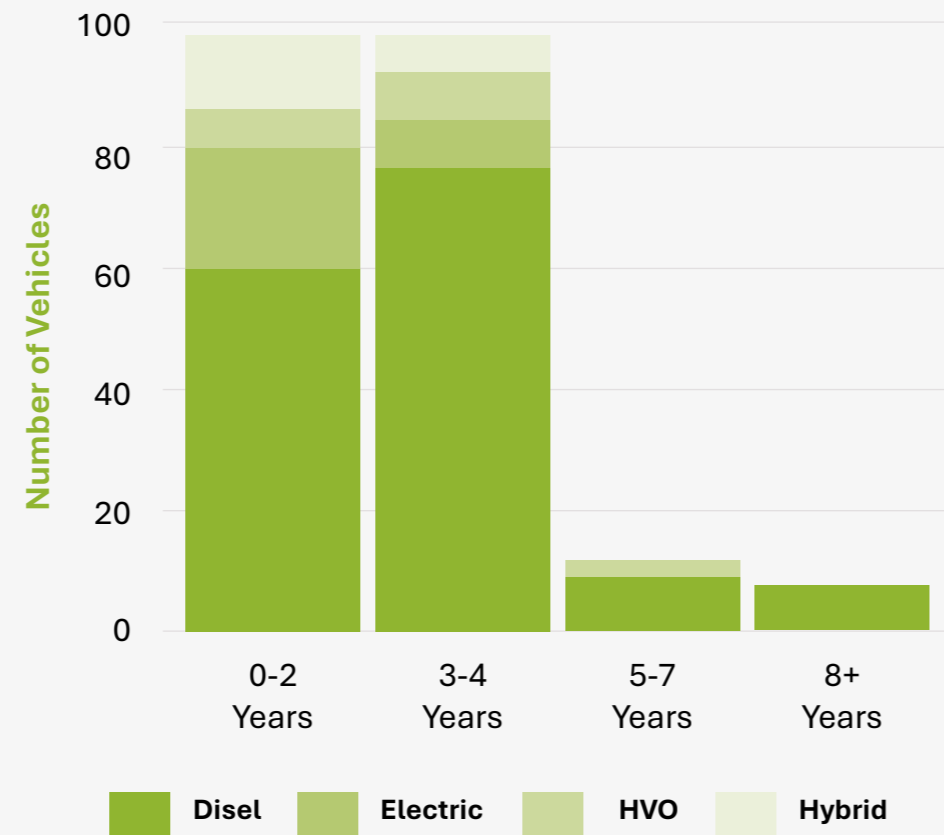
In 2024, we initiated a pilot project using just two vehicles to opt for HVO, where possible. Based on feedback, we extended this to additional vehicles in the fleet. The vehicles highlighted for use of HVO are predominantly site-based and are required to travel as part of their roles.

We remain engaged with this group and continue to encourage the use of HVO where available. Although we understand that this may not always be possible, due to the slow roll-out of HVO across forecourts, as well as the remoteness of most large energy projects.

## Age Profile Insight

- Electric vehicles represent 20% of all 0–2 year vehicles, compared to only 7% in the 3–4 year category.
- Diesel dominance declines significantly in the newest vehicle bracket.
- All vehicles over 8 years remain diesel, confirming all older vehicles are in the phase out stage.

Vehicle Age Profile



**FLEET MANAGEMENT**

## Outlook for 2026

### 1. Electrification Roadmap Development

We are working to formalise the allocation of electric and hybrid vehicles across our fleet to new and existing roles. The vehicle allocation will follow a hierarchy of electric, hybrid then fossil-powered vehicles, dependent on role requirements and location. We will decide a formal target for these vehicles in new vehicle orders also.

### 2. Fuel & Emission Tracking

We aim to extend our fleet emissions quantification to include our acquisitions. In addition, we hope to implement a global fuel usage reporting system.

### 3. EV Charging Infrastructure

We aim to expand the charging infrastructure across our H&MV Engineering offices, to support the transition. We will also investigate the feasibility of temporary charging solutions for long-term project sites.



# SOCIAL

At H&MV Engineering, we are committed to cultivating a workplace that prioritises safety, equality, inclusivity, and ethical integrity. We want to ensure that the employees and communities we serve can thrive.

Safety, as one of our core values, is of the utmost importance in our organisation. We implement and maintain a high standard of health and safety across the breadth of our operations and continuously work to improve our practices to provide a safe working environment for our workforce and ensure their overall well-being.

Our Health and Safety policy reaffirms our dedication to providing a safe and healthy working environment and details our commitment to continuous improvement. Guided by our 'Safe Teams, Safe Connections' initiative, we focus on the health, safety and wellbeing of our people and our value chain partners.

We are dedicated to fostering a diverse and inclusive workforce where every individual is met with respect, value, and provided with equal opportunities to grow. We consistently strive to promote workplace diversity and ensure all our employees from all backgrounds feel empowered and supported in the workplace.

Our Equality Policy addresses our intention in fostering an environment where individuals are treated fairly and with dignity and respect.

Our commitment to ethical compliance and responsibility extends beyond our direct operations and spans across the breadth of our supply chain. We uphold high standards of sustainable procurement, labour rights, and ethical compliance to ensure our value chain partners are aligned with our principles of transparency, equality, and sustainability.

We acknowledge the importance of continuous learning and development for our employees. We offer a myriad of opportunities to our workforce which encourages growth and expands their skill sets, allowing them to stay ahead in their fields of expertise and positively contribute to our company's growth. By investing in our people, we empower them to achieve their full potential and drive impactful change within the organisation and in their communities.

Our adherence to these principles allows our organisation to contribute to a sustainable and equitable future for all.



# SOCIAL INITIATIVES





## Attraction & **RETENTION**

Attract and retain employees across all regions by developing attractive and effective strategies to engage with current & potential employees.

Associated SDG's



Building a strong pipeline of talent in our industry begins with establishing a workplace that attracts skilled professionals and supports them throughout their careers at H&MV Engineering. This means not only recruiting top talent, but investing in comprehensive training, development pathways and creating a space for employees to deepen their expertise across our myriad of functions.

A strong positive company culture – one that values safety, teamwork, and excellence – is essential to ensuring our workforce feel supported and engaged. As we continue to broaden our global footprint and offering diverse career routes across several regions, we strengthen our ability to attract high-performing individuals while providing mobility and progression.

### Great Place to Work

In 2025, H&MV Engineering conducted a company-wide employee engagement survey to understand employee experience, identify strengths within our culture, and highlight areas for improvement as the organisation continues to grow internationally.

The survey provided valuable insights into what employees value most about working at H&MV. Key themes included:

- A strong team culture built on collaboration and trust
- Employees feeling trusted to perform their roles and empowered to make decisions
- A safe and healthy working environment with high internal standards
- An approachable leadership team that supports employees
- A solution-focused culture, where challenges are addressed constructively and mistakes are treated as learning opportunities
- Pride in working for an organisation contributing to the green energy transition

Employees also highlighted the opportunities available at H&MV to develop professionally, work on technically challenging projects, and be part of an industry-leading organisation.



## Attraction & **RETENTION**

As H&MV Engineering continues to expand globally, we recognise the importance of preserving our strong culture while evolving to support a growing workforce. Based on survey insights, we developed a strategic Employee Engagement Action Plan centred around four key pillars:

- **People Development & Careers:** Cultivating capability, confidence and career progression
- **Connecting Our H&MV Team:** Building one connected global team
- **Total Reward & Recognition:** Rewarding success and recognising employee contribution
- **Wellbeing at Work:** Creating an environment where employees can thrive



**1,498**

Global Total Headcount  
As of December 2025



**16%**

Employee turnover in 2025  
(excl. fixed term and interns)



**78%**

Trust Index Score from Great Place to Work Surveys



**10,455**

CPD Hours completed by Engineering



## 9 ATTRACTION & RETENTION

### Training, Development & Career Progression

H&MV's talent retention and development strategy focuses on building a strong internal pipeline, strengthening critical capabilities, and ensuring employees have support to grow, perform, and progress within the organisation. Our approach blends structured programmes, on-the-job learning, technical training, leadership development, and career planning to support a skilled, future ready workforce on-the-job learning, technical training, leadership development, and career planning to support a skilled, future ready workforce.-the-job learning, technical training, leadership development, and career planning to support a skilled, future-ready workforce.

### Leadership & Professional Development

Our L&D function focuses on capability building, including manager development, core people leader training, and companywide programmes. L&D creates offerings by aligning learning with business needs, core capability requirements, and future skills.

This will be further enabled with the launch of our new learning management system, which will go live for all employees in Q2 2026. This will allow us to offer on-demand e-learning content linked to leadership and professional development capabilities and skills to support our ongoing training, compliance and development offerings.

### H&MV Engineering Training Centre

2025 has been another landmark year for H&MV's Training & Development, building on the strong foundations laid in 2024.

A major milestone was the official opening of our new Cashel Training Centre in April 2025. This state-of-the-art facility has already become a hub of activity, hosting a wide range of training sessions every week for both internal teams and external clients. The centre is playing a pivotal role in developing talent and supporting our global operations.

The newly established Training & Development team in Europe is now fully operational, providing centralised support for all training operations across the region. The team acts as the main point of contact for training requests and works with local stakeholders to ensure smooth coordination.

Since its launch, the team has helped streamline training bookings, improved visibility of certifications, and strengthened support for employees across multiple countries.



## 9 ATTRACTION & RETENTION

### Building Talent, Building Tomorrow

H&MV Engineering is excited to launch our Education Module, developed in partnership with Coláiste Mhuire Co-Ed Thurles, Co. Tipperary as part of our commitment to education, community engagement, and building a diverse future engineering workforce. This module will provide students with meaningful exposure to engineering beyond the classroom, blending practical electrical design workshops with industry-led learning. Through equipment sponsorship, employee mentoring, and real-world experiences, we aim to make engineering pathways more visible, accessible, and attainable for the next generation.

#### Our objectives:

- Inspire students to explore careers in electrical and renewable energy engineering
- Bridge the gap between education and industry
- Support early talent development and apprenticeship pathways
- Increase female participation and diversity in engineering
- Give students practical, confidence-building experience through hands-on learning



## 9 ATTRACTION & RETENTION

H&MV Engineering, in partnership with ABB, is proud to support the future of power engineering with the launch of a state-of-the-art Digital Substation at Munster Technological University’s (MTU) Power Academy Lab in Bishopstown. This investment of over €200,000 underscores H&MV’s dedication to fostering the next generation of engineers who will drive Ireland’s energy transition.

### Strengthening Ireland’s Energy Infrastructure

This initiative aligns with the Irish government’s Climate Action Plan 2023, which sets ambitious targets, including a 51% reduction in emissions by 2030 and a transition to a carbon-neutral power system by mid-century. The integration of Digital Substations is a critical step in modernising Ireland’s power infrastructure, ensuring efficiency, reliability, and seamless renewable energy integration. As Ireland moves towards 95% renewable energy penetration by 2030, investments like this provide industry professionals with the expertise needed to develop, operate, and maintain a smart grid.

### Bridging the Skills Gap in Power Engineering

This partnership between H&MV Engineering, ABB, and MTU is designed to: Equip students and industry professionals with hands-on experience in digital substation operations. Advance research and innovation in smart grid protection and digital substation technologies.

Address the growing demand for engineers with expertise in electronic, communication, and electrical engineering.

### Shaping the Future of Power Engineering

At H&MV Engineering, we recognise the vital role that engineers play in achieving Ireland’s clean energy goals. By investing in educational programs and cutting-edge training facilities, we are helping to build a highly skilled workforce capable of tackling tomorrow’s energy challenges head-on.





## EQUALITY, DIVERSITY & INCLUSION

Opening conversations around Equality, Diversity and Inclusion to translate to meaningful change.



At H&MV Engineering, we recognise that fostering a diverse and inclusive community is essential to a thriving and sustainable organisation. As a company with a presence in multiple global regions, we take pride in embracing diverse perspectives and cultural backgrounds.

Over the past year, we have made steady progress in strengthening our Equality, Diversity & Inclusion initiatives, helping to reinforce inclusive practices and promoting development across the organisation.

### Investors in Diversity

H&MV Engineering's commitment to equality, diversity and inclusion is strengthened through our engagement with the Irish Centre for Diversity, Ireland's leading body for workplace inclusion. The accreditation process assesses organisations across core pillars such as leadership, policies and practices, recruitment and progression, monitoring and data, and external impact, ensuring that inclusion becomes embedded culturally and operationally rather than a compliance exercise.



**18%**

Female representation across the organisation\*\*, 2% increase against 2024



**14%**

Increase in female graduates, apprentices, and junior-level hires, 4% increase against 2024



**81%**

Inclusion Score  
Investors in Diversity

*\*\*Note: Gender disclosure at H&MV Engineering is voluntary and employees are not mandated to disclose this information. This metric is claimed based on the voluntary gender disclosure made by employees only.*



## EQUALITY, DIVERSITY & INCLUSION

### Global Launch of RISE: Women in Leadership - A Female Talent Development Programme

RISE: Women in Leadership is our flagship initiative aimed at combatting the upper quartile gender pay gap. This programme will focus on:

- **Influence Without Authority;** Equipping participants to lead effectively
- **Clear Communication;** Enhancing their ability to convey ideas and initiatives
- **Bias-Aware Decision Making;** Ensuring decisions are made with an understanding of inherent biases.

RISE: Women in Leadership is a six-month programme for female leaders. The programme will adopt a blended approach that includes coaching, peer mentoring and experiential learning to prepare participants for future roles. As we move forward, we remain dedicated to nurturing a workplace culture where all employees can thrive, ensuring our practices are equitable, transparent, and inclusive.

With our ongoing efforts and the launch of the RISE: Women in Leadership programme, we are confident that we will cultivate a strong pipeline of female leaders and foster a more inclusive workplace for the future.

### Gender Pay Gap Report - Ireland

The Gender Pay Information Act 2021 requires organisations to report their gender pay gap annually and the measures that are being taken to reduce the gap. Our Irish operations are subject to the reporting requirements under this act.

The Gender Pay Gap looks at the mean pay difference between men and women across the organization, regardless of the roles they perform.

In 2025, our mean gender pay gap remained unchanged at 17%, maintaining the 3% improvement achieved in 2023.



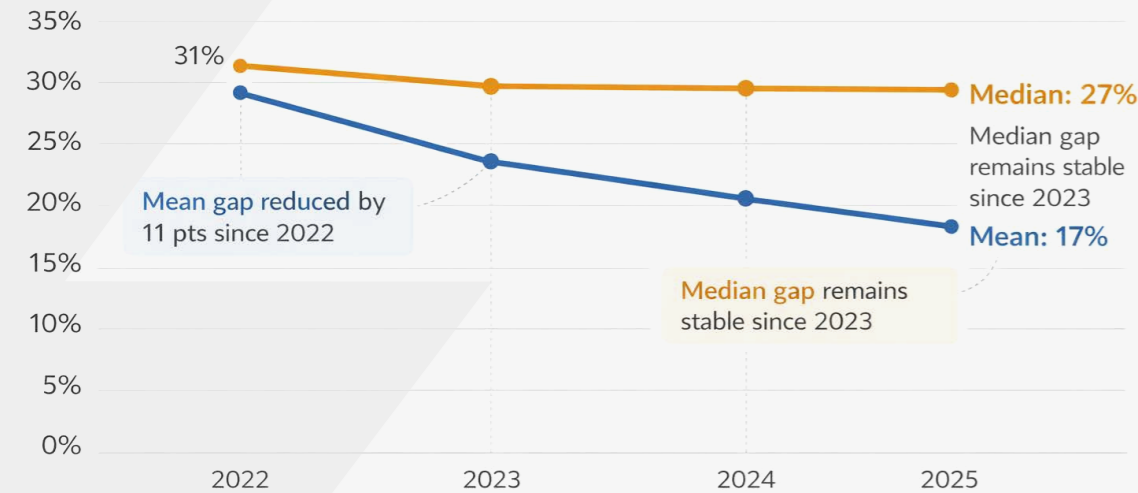
**17%**

Gender Pay Gap (IE)

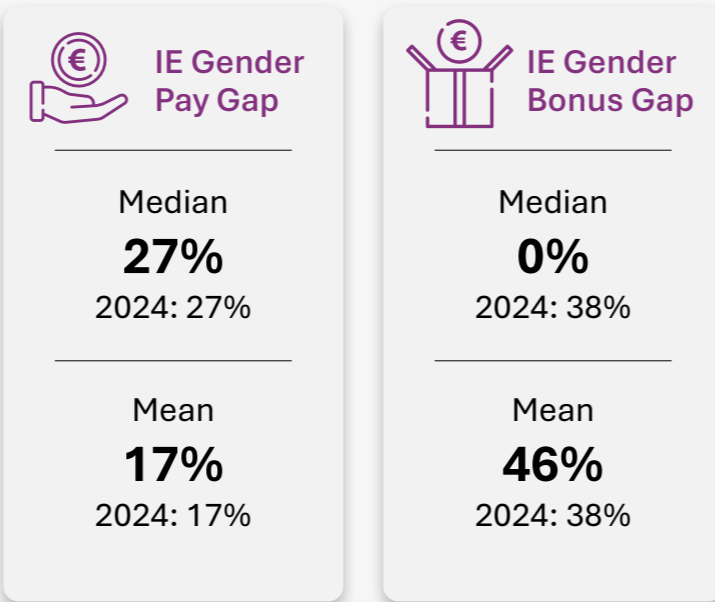


## EQUALITY, DIVERSITY & INCLUSION

### H&MV Engineering – Ireland Pay Gap Trend



### H&MV Engineering's Ireland Gender Pay & Bonus Gap Performance 2025



## SAFETY & WELLBEING IN THE **WORKPLACE**

Driving a Safety-First culture throughout the workforce in all its activities.



At H&MV Engineering, the health, safety, and wellbeing of our employees, contractors, and stakeholders is paramount. We strive to provide a safe and healthy working environment and committed to the continuous improvement of our Health & Safety Performance.

### Safe Teams, Safe Connections

As one of our core values, Safety is fundamental to our operations and is embedded into our culture at H&MV Engineering.

In 2025, we introduced our initiative – Safe Teams, Safe Connections – a reflection of who we are and what we stand for. It served as a renewed commitment to building a workplace where safety is not just a priority, but a deeply held value.

As we continue to grow across new regions, and welcome new colleagues, Safe Teams, Safe Connections helps us stay grounded in the culture that defines us: Safety, Teamwork, Excellence, Respect and Sustainability.

### Health, Safety & Wellbeing Policy

Our Health, Safety and Wellbeing policy outlines our commitment to creating a safe and healthy work environment, and our drive for continued improvement. Guided by our Safe Teams, Safe Connections, we focus on improving the health, safety and wellbeing of our people and our partners.




*It's about creating a culture where people feel empowered to speak up, take care of one another, and make safety a shared responsibility - to improve the health, safety, and well-being of our people and those who partner with us.*




**David Thornton**  
Group HSE Director




**ISO 45001**  
maintained



**0.42**  
Total Recordable Incident Rate (TRIR)



**34%**  
Increase in SSD Reporting from previous year



**0.31**  
Days Away, Restricted, or Transferred (DART)

## Health & Safety Leadership Programme

H&MV conducted a rollout of a transformative Health & Safety Leadership Programme in 2025. Comprising of senior leaders from across the business embarked on a one-day learning journey focused on developing, navigating & sustaining safety leadership behaviors to deliver a world class safety culture.

Key take aways included:

- Clarify what ,good’ safety leadership looks like in practice
- Embed critical behaviors that drive safe outcomes
- Build internal capacity for sustained safety excellence

## Black Hat Supervisor

One of our key developments across our projects was the implementation of Black Hats, which strengthens our site supervisor’s knowledge and skillset for safety leadership, and using their expertise and skills to drive standards for safety, quality and project delivery.

Equipping our Site Supervisors will foster a positive safety culture through active monitoring and support.



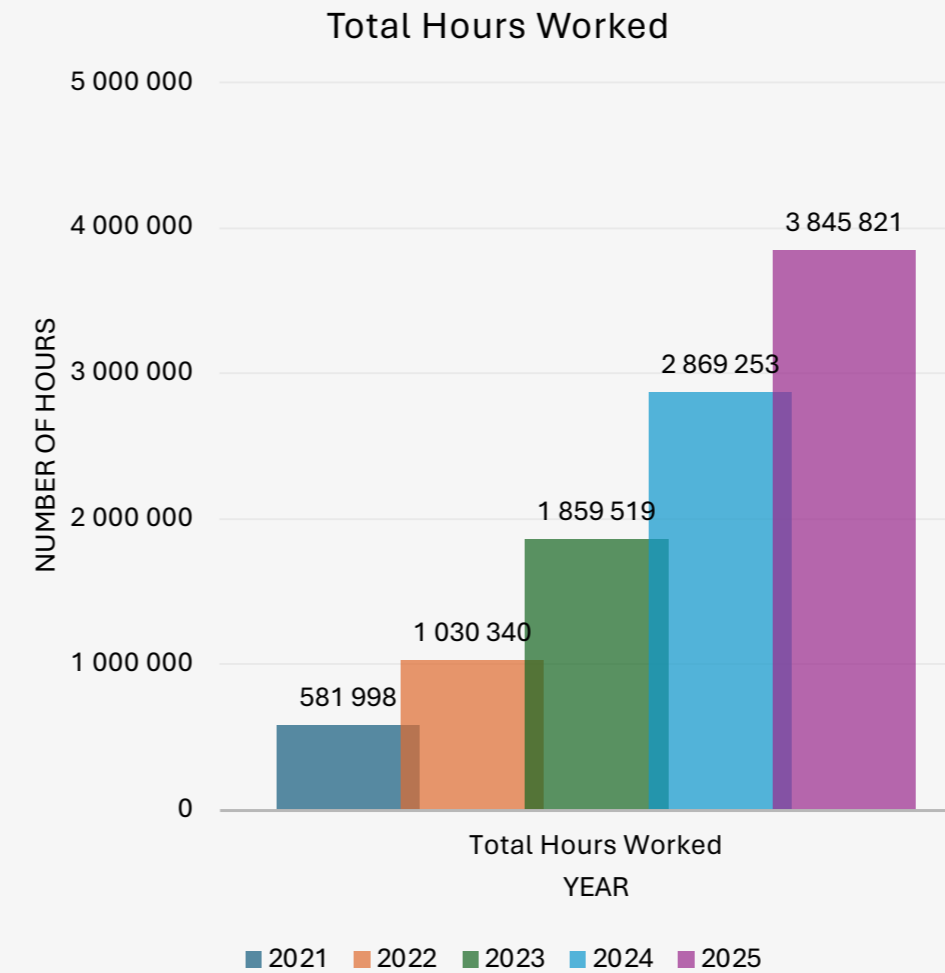
## HSE Standards for Contractors

To achieve world class safety standards on our projects, we identified the need to develop a document that clearly defines our HSE Standards for Contractors.

The document includes industry best practices for managing HSE on our projects and details the minimum standards applicable to all contractors across multiple regions.



## SAFETY & WELLBEING IN THE **WORKPLACE**



## HV & LV Safety Rules

In 2025, we rolled out our new High Voltage (HV) and Low Voltage (LV) Safety Rules, developed by our Electrical Safety working group over the last number of months. These updated rules have been designed to align with international best practices and meet the requirements of DNOs/TNOs across all regions we operate.

Key Highlights:

- Streamlined focus on HV systems, ensuring safety from the system.
- Enhanced control and clarity around all safety documentation and procedures.
- Updated control of work processes including Permit to Work, Isolation Certificates and others, with clear guidance on when and how to use them.
- Emphasis on safe teams and safe connections in all operations.

These fundamental rules are designed to keep all personnel and our supply chain safe as we expand operations across new regions. The launch will cover both HV and LV safety rules as part of a comprehensive set of supporting documentation.

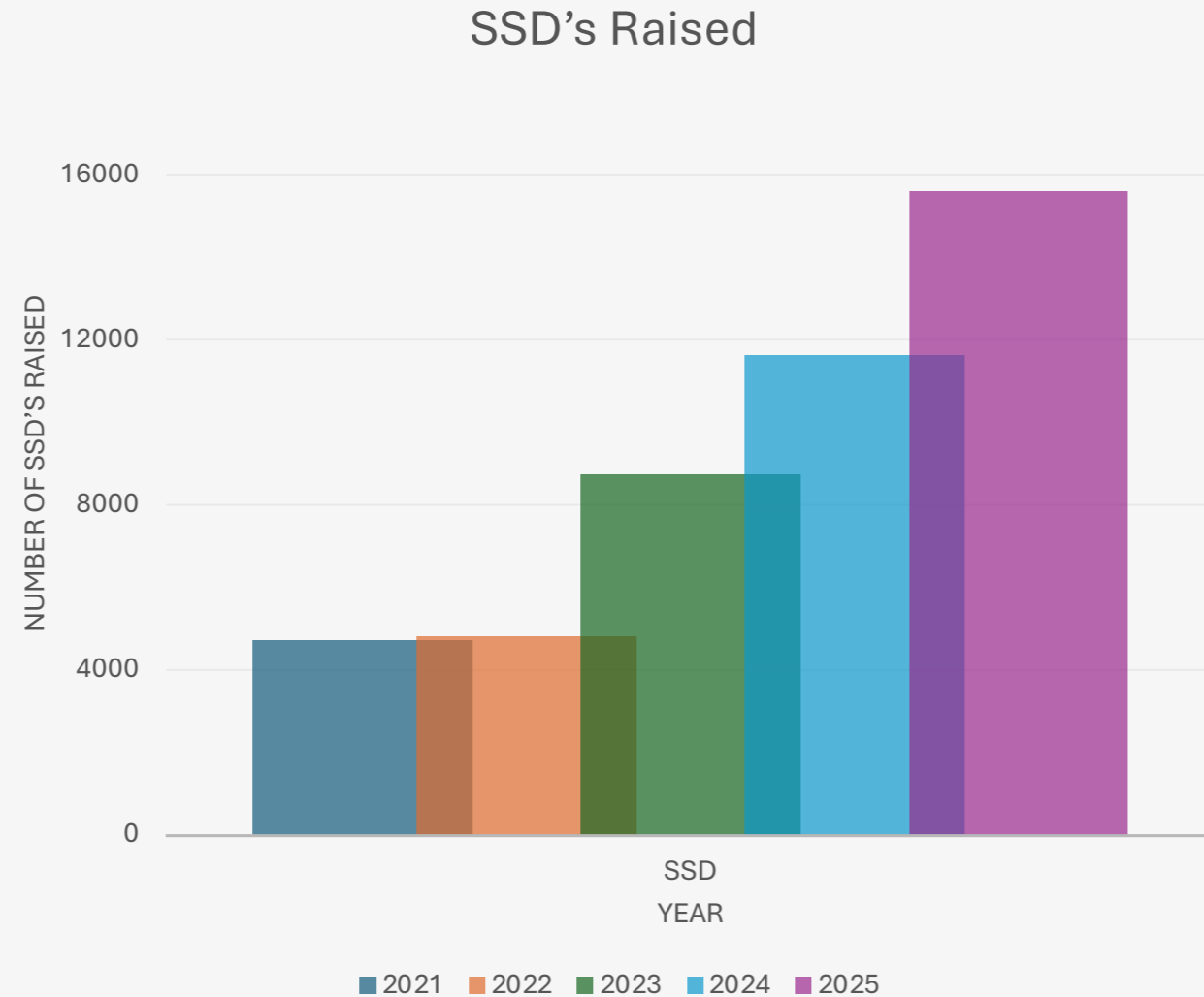


## SAFETY & WELLBEING IN THE **WORKPLACE**

### See Something, Say Something, Do Something

Our safety observation and interventions reporting process across our project sites and offices is crucial for maintaining our standard of care, and is a pathway used to report or highlight safety-related observations in the work area. This avenue can also be utilised for opportunities for improvement. Observations and interventions are key in driving our safety culture and allows us to implement critical and essential care.

We actively promote our See Something, Say Something, Do Something (SSD) reporting across the organisation, for employees and contractors alike.



### Mental Health and Wellbeing

Our dedicated Mental Health and Wellbeing Committee have a team of Mental Health First Aiders in each department. They are friendly faces our employees can turn to for a confidential chat, a listening ear and signposting support when they need it most.

Our Committee members are trained to provide initial help and guide a person towards appropriate professional help, and other supports in an understanding and empathetic way.

We are committed to fostering a supportive environment where everyone feels comfortable reaching out.

### Physical Activity

H&MV continue to actively encourage exercise and physical wellbeing. Our employees took part in the Great Limerick Run and the Osijek Half Marathon. We have also hosted company Sports Days for our UK and Irish Offices, a great embodiment of our commitment to physical activity and a great opportunity for team bonding among our staff.



### Employee Assistance Programme

We offer the support of an employee assistance programme (EAP) to the entirety of our workforce at H&MV Engineering.

The tool provides a range of services which includes, but not limiting, health, wellbeing, legal, and counselling.

This programme is highlighted to our employees at induction, and regular awareness of this programme is communicated to all employees.



SAFETY & WELLBEING  
IN THE **WORKPLACE**

**Europe: Partnership  
with PepTalk**

Our partnership was launched with PepTalk, a global leader in workforce feedback, intelligence and engagement for the construction industry, on World Suicide Prevention Day on our project site in Zaragoza, Spain.

By prioritising team morale, culture, and interpersonal dynamics - factors often overlooked by traditional performance metrics - PepTalk helps organisations strengthen safety, cohesion, and engagement. Continuous feedback loops, early trend identification, and monthly expert recommendations support improved project performance and cost efficiency.



*Launch of PepTalk in Spain*



SAFETY & WELLBEING  
IN THE **WORKPLACE**

Their methodology is anchored in three pillars: enhancing safety outcomes, optimising operational performance, and elevating employee engagement. By addressing psychological safety risks and promoting open, transparent communication, PepTalk improves team dynamics and delivers measurable value, including reduced incident rates, smoother operations, and increased productivity.

This initiative highlights the importance of safety and mental health across our organisation, and even more so on our projects.



*Launch of PepTalk in Netherlands*

**Case Study**

**Mindfulness Sessions**

As part of the committee's dedication to support wellbeing, and following from the Wellbeing Wednesday initiative, we rolled out the Mindful Movement series. These short sessions were designed to be grounding and aid in realigning your focus.

**Why Mindful Movement?**

Both chair yoga and breathwork offer powerful benefits, including reducing stress, improving focus, and enhancing overall wellbeing. Whether you prefer mindful movement or breath-based relaxation & meditation, these sessions provide a simple yet effective way to pause and recharge.

# GOVERNANCE

At H&MV Engineering, we believe strong governance is the foundation of sustainable and responsible business. Our governance practices ensure alignment with our organisational values and sustainability objectives.

Our ESG Committee oversee critical measures such as our strategic direction, risk management, and operations to drive responsible growth. Ethical business conduct and strong governance practices are deeply embedded within our company culture and purpose.

We uphold compliance with ethical standards and codes of conduct ensuring that all employees are equipped with the necessary tools to strengthen our commitment to ethical behaviour.

We strongly believe that by cultivating a culture of resilience and ethical behaviour, we strengthen our governance processes and uphold our company values.

By integrating ESG factors and emerging risks into our business strategies, we strengthen our resilience, enhance accountability, and safeguard the continued success of our organisation.

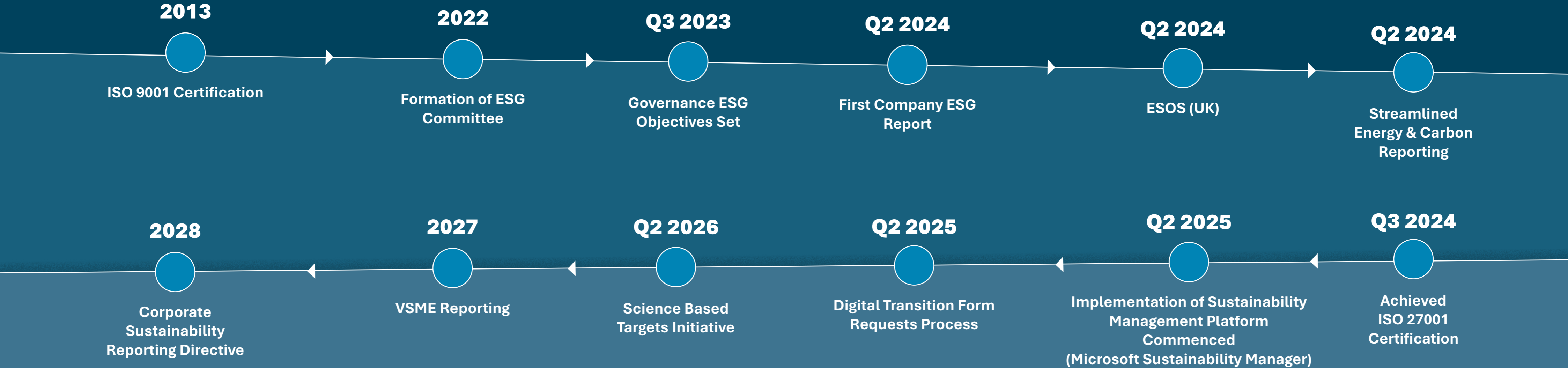


Business Company

Category	2013	2014	2015	2016
Computers & Devices	10,712	99,011	8,714	107,812
Electronics	109,928	110,289	89,919	110,289
Clothes & Fashion	99,912	102,912	178,191	178,191
Home Living	67,173	61,139		
Kids Products	8,714			
Medical	99,912			
Others				
<b>Total</b>	<b>446,533</b>	<b>446,533</b>	<b>346,533</b>	<b>446,533</b>

Region	2015	2016	%Growth
Europe	12,357	20,775	+68%
Product A01	584	3,541	+503%
Product A02	513	764	+49%
Product A03	513	513	0%
Australia	133	346	+159%
Product B01	133	134	+1%
Product B02	133	134	+1%
<b>Total</b>	<b>13,890</b>	<b>25,519</b>	<b>+83%</b>

# GOVERNANCE INITIATIVES





## BUSINESS CONDUCT & ETHICS

*This objective enables the company to ensure business conduct & ethics is maintained to the highest standards of integrity, transparency, and accountability in all our dealings. We are dedicated to fostering a culture of honesty, and respect, ensuring compliance with all relevant laws and regulations, and upholding the principles of fairness and responsibility. Through continuous education, robust policies, and vigilant oversight, we strive to build trust with our stakeholders and contribute positively to the communities we serve.*



Operating with integrity and ethical business practices are of utmost importance at H&MV Engineering. We pride ourselves in operating with transparency, fairness, and accountability, ensuring that our business decisions are aligned with our core values.

We maintain high standards with regards to compliance, anti-bribery and anti-corruption controls, human rights, and responsible procurement practices.

Over 2025, H&MV Engineering strengthen governance structures, enhanced ethical conduct processes and expanded its ESG Commitment. The ESG Committee oversaw strategic governance, risk management and operational oversight, embedding ethical behaviour and transparency across the business. Improvement included strengthened supplier governance, enhanced information security controls and updated compliance processes.

### Digital-First Approach

From mid-2025, H&MV Engineering transitioned to a fully digital approach for internal documentation requests. This transition ensured consistent governance, traceability and strengthened workflows.

The digital system eliminated ad-hoc and manual updates, creating a structured auditable pathway for every document change.

In the 6 months following its implementation, the Training, Quality & Compliance teams collectively updated and created over 600 controlled forms, demonstrating both the scale of organisational engagement and the effectiveness of the new digital process in strengthening operational efficiency and governance.



## BUSINESS CONDUCT & ETHICS

### Compliance, Training & Awareness

We achieved significant improvements in compliance training completion throughout 2025, reflecting both strengthened internal processes and clear senior management commitment to fostering a culture of ethical practice and accountability.

Completion rates increased markedly as leaders across the organisation championed the importance of compliance awareness, actively reinforcing expectations through regular communication and visible support for mandatory training programmes.

This strong tone from the top—combined with improved tracking, standardised global training records, and enhanced governance—ensured that compliance training became fully embedded in day-to-day operations, demonstrating H&MV’s commitment to maintaining high standards of integrity, safety, and regulatory alignment

### Further Training

In 2025, we sought to hold training campaigns for key categories of business conduct and ethical governance. These categories include Ethics, Equality, Anti-Bribery & Corruption & Whistleblowing.

Training is an essential component of having an educated workforce; a crucial tool for shaping the abilities, behaviours, and decision-making of our workforce.

We made progress in this initiative by determining the high-risk departments and teams for which each training stream would be required. This also included acknowledging group-wide sessions for which more awareness-centred campaigns would be suitable.

However, competing priorities and operational demands required us to defer these sessions. In addition, the launch of a new learning management system in 2026 with enhanced modules is more aligned for a deferred roll-out, allowing for greater impact and consistency.

We remain fully committed to upholding our policies and procedures and maintaining the highest standards of ethical conduct across the organisation.

## Company Policies

Our organisation places strong emphasis on ethical conduct, consistently upholding our robust policies to ensure responsible and transparent practices.

As part of our comprehensive policy framework, there are a few key policies that strengthen our sustainability governance.

### ESG Policy

This policy provides information about ESG factors, and encourages a positive environmental impact, social responsibility, and ethical governance practices. In this policy, we affirm our commitment to abide by the 10 principles of the UN Global Compact.

### Whistleblowing Policy

Our Protected Disclosures/ Whistleblowing Policy encourages workers, as defined in the Protected Disclosures (Amendment) Act 2022, to use internal channels for reporting any relevant wrongdoing including but not limited to malpractice or illegal acts or omissions.



**172**

no. of Internal Audits Conducted



**0**

no. of Ethics Violations Reported



**0**

no. of Whistleblowing Cases Reported



**0**

no. of Bribery & Corruption Reported

### Modern Slavery & Human Trafficking Statement

We are committed to preventing modern slavery and human trafficking in all forms. H&MV Engineering have a zero-tolerance approach and expect the same high standards from those we conduct business with. The company provides a mechanism for raising concerns, and will continue to develop and implement mitigation measures.

### Anti-Bribery & Anti-Corruption Policy

This policy applies to all individuals working for, or on behalf of, the H&MV Engineering Group in any capacity. This policy outlines the Group's expectations as it pertains to bribery and corruption and highlights a zero-tolerance approach to all business partners.



## SUSTAINABLE COMPLIANCE & REPORTING

*Ensuring that H&MV Engineering meets regulatory sustainability requirements while enhancing its sustainability performance and helping our company, our clients and our supply chain reduce carbon emissions over time.*

Associated SDG's



At H&MV Engineering, we recognise our responsibility in contributing to a more sustainable and resilient future. We remain committed to operating with transparency, accountability, and integrity as we advance our sustainability agenda. Aligning our disclosures with established ESG reporting frameworks enables us to demonstrate this commitment in a structured, credible, and measurable manner. Through the systematic monitoring and reporting of our ESG performance, we strengthen stakeholder confidence, uphold responsible business practices, and identify targeted opportunities for continuous improvement across our operations.

### Carbon Disclosure Project



We continue to disclose our climate and water-related data through CDP as part of our commitment to transparency and alignment with internationally recognised reporting standards. While our CDP score for climate decreased this year, the assessment has provided valuable insights into areas where our processes, governance, and data maturity can be further strengthened.

We remain fully committed to enhancing the quality and completeness of our disclosures and are using CDP's detailed feedback to guide targets improvements in our climate strategy, risk management, and emissions reporting. Our focus for 2026 is to continue building the internal capabilities and systems needed to continuously improve our performance and progress towards higher levels of CDP in future reporting.



Department for Energy Security & Net Zero

### Energy Savings Opportunity Scheme (UK)

We continue to report in line with the UK's Energy Savings Opportunity Scheme (ESOS), demonstrating our commitment to responsible energy management and regulatory compliance. Our key focus is implementing energy reduction measures for compliance with the project requirements.



SUSTAINABLE COMPLIANCE & **REPORTING**



**Streamlined Energy & Carbon Reporting**

We report in accordance with the UK's SECR requirements. SECR provides a consistent framework for communicating our environmental performance and ensures accountability across our operational footprint.



**Science Based Targets**

We remain steady in our commitment to setting Science Based Targets in alignment with the Science Based targets initiative. While our original aim was to formalize these targets in 2025, competing priorities – most notably the implementation of our Sustainability Data Management system to strengthen data accuracy and governance across the H&MV Engineering group and its subsidiaries – required us to adjust our timelines.

However, during 2025, we engaged with a consultancy team to undergo a primary gap analysis and will undertake an updated assessment once the implementation of this platform has been finalised with updated and accurate data.

Setting Science Based targets continues to be a key priority within our broader climate strategy and long-term decarbonisation commitments.

**Microsoft Sustainability Manager (MSM)**



The implementation of the MSM represents a major milestone in the development of our ESG Strategy at H&MV Engineering and our transition towards data-driven sustainability management. As our organisation expands across Europe, we take on increasingly complex and multi-regional projects, the need for accurate and consistent data has become fundamental. We believe that the MSM provides the digital backbone needed to manage this complexity effectively.

Implementing the MSM has allowed to us move away from traditional excel-based methods of emissions tracking, and consolidated our data into a single, unified platform, giving us one source of truth for Scope 1, Scope 2, and Scope 3 categories, as well as Social and Governance data. This shift is particularly important for a company such as ours operating across a myriad of regulatory environments, project types and client expectations.



SUSTAINABLE COMPLIANCE & **REPORTING**

A core benefit of MSM is its ability to automate and streamline data collection, effectively minimising the risk of error and significantly strengthening our audit trail. This is essential as stakeholder expectations and upcoming regulations demand much higher levels of accuracy and accountability. The MSM also positions us strongly for future commitments such as Science Based targets and a formal Net Zero Transition Plan.

With more reliable and auditable baseline data, and enhanced forecasting capabilities, we can model realistic pathways, plan targets interventions and transparently track our progress over time.

Working in tandem with our Supplier Relationship Manager platform, we are better able to obtain and govern emissions from our suppliers' products and services for more accurate data reporting in Scope 3.

Overall, the MSM marks a significant step in how we manage, measure and govern sustainability within H&MV Engineering. It enhances accuracy, reduces administrative burden, strengthens compliance, and supports more informed decision-making across our operations. Most importantly, it sets us up for future growth; enabling us to scale our ESG capabilities in line with our expanding European footprint and growing portfolio of critical infrastructure projects.





## QUALITY MANAGEMENT & CERTIFICATION

Quality Management and Certification is to deliver to excellence in every project we undertake and day to day running of the company. We are committed to implementing rigorous quality control measures and maintaining certifications that demonstrate our adherence to the highest industry standards. By fostering a culture of quality and accountability, we aim to achieve operational excellence, enhance customer satisfaction, and sustain long-term success.

Associated SDG's



Quality management is a central part of our commitment to responsible and resilient operations and is key to our commitment for excellence delivery across every facet of our global operations.

Our integrated management system ensures that our projects are delivered to the highest industry standards. Through adherence to internationally recognised certifications, we embed continuous improvement and robust governance across the business. These frameworks not only strengthen operational excellence, but support our sustainability strategy by ensuring transparency, accountability and a structured approach to sustainable infrastructure solutions

### Certifications

In 2025, we successfully underwent reassessment for ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018, with new certification achieved for our Spanish and Danish regions. In addition, we completed the ISO 27001:2023 Surveillance Audit in September with continuation of certification and the addition of multiple offices.

We also maintain dedicated to excellence by engaging with Achilles Supply Line and Achilles UVDB.

### Training

In April 2025, we opened our Training Centre in Tipperary. This centre represents a major investment in the long-term capability, professionalism, and safety of people in our industry. By creating a central hub for technical learning and practical skills development, we are helping to address the demand for competent specialists within the energy sector.

This directly strengthens our approach to quality management, as a more skilled workforce reduces errors, enhances workmanship, and embeds a deeper understanding of our procedures and standards.



## QUALITY MANAGEMENT & CERTIFICATION

### Shaping H&MV Engineering's Digitalisation Story

H&MV Engineering has taken deliberate, structured steps to transform how information is captured, governed, and used across the business. Rather than pursuing digitalisation as a technology exercise, the focus has been on process clarity, accountability, and decision-ready data, with Wii Group acting as a key delivery partner across multiple waves of work.

#### From Fragmented Data to Operational Visibility

Through engagement with Wii Group, H&MV defined a clear digital strategy that prioritised core operational dashboards as an output of improved processes, not as an end in themselves. This thinking is consistently reinforced in Wave 1 and Wave 2 discussions, where dashboards are positioned as a management lens built on reliable inputs rather than standalone solutions.

The resulting dashboards provide leadership with a consistent view of project status, open actions, and emerging risks. Crucially, these dashboards enable earlier intervention, reducing reliance on reactive reporting and informal updates. This shift supports stronger governance while also reducing inefficiencies caused by duplicated reporting and manual reconciliation.

#### Digitising Quality Through ACC and ITP Integration

A major pillar of the journey has been the digitisation of quality delivery, with particular emphasis on Inspection and Test Plans (ITPs).

By aligning ITPs with programme activities and dashboard reporting, H&MV has created a more objective, auditable view of construction and commissioning readiness. This reduces rework, improves first-time quality, and strengthens compliance with internal procedures and client expectations. It also enables clearer handover and commissioning decisions, supporting safer and more efficient project delivery.



## QUALITY MANAGEMENT & CERTIFICATION

### Embedding Lessons Learned as a Digital Asset

This change ensures that organisational knowledge is retained and actively reused, rather than lost between projects. It supports continuous improvement by feeding back into quality planning, ITP development, and risk reviews, therefore, closing the loop between past experience and future delivery.

### Contribution to ESG

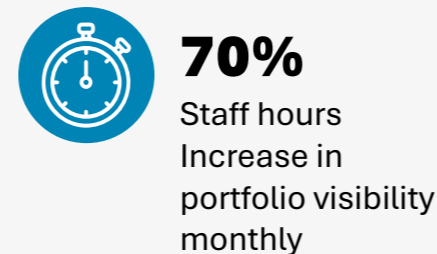
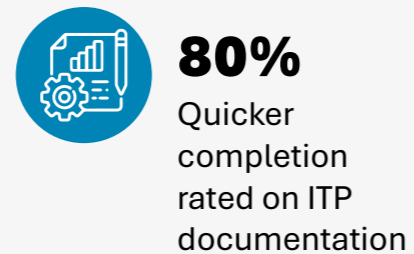
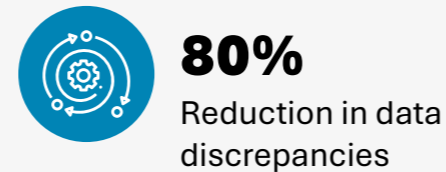
**Environmental:** Reduced paper-based processes, fewer site revisits due to improved right-first-time quality, and better planning driven by accurate digital data rather than reactive correction.

**Social:** Improved clarity for site teams, reduced administrative burden, and clearer expectations through standardised digital workflows and training-supported tools.

**Governance:** Stronger audit trails, transparent reporting, and objective performance data through dashboards, ACC records, and structured lessons learned.

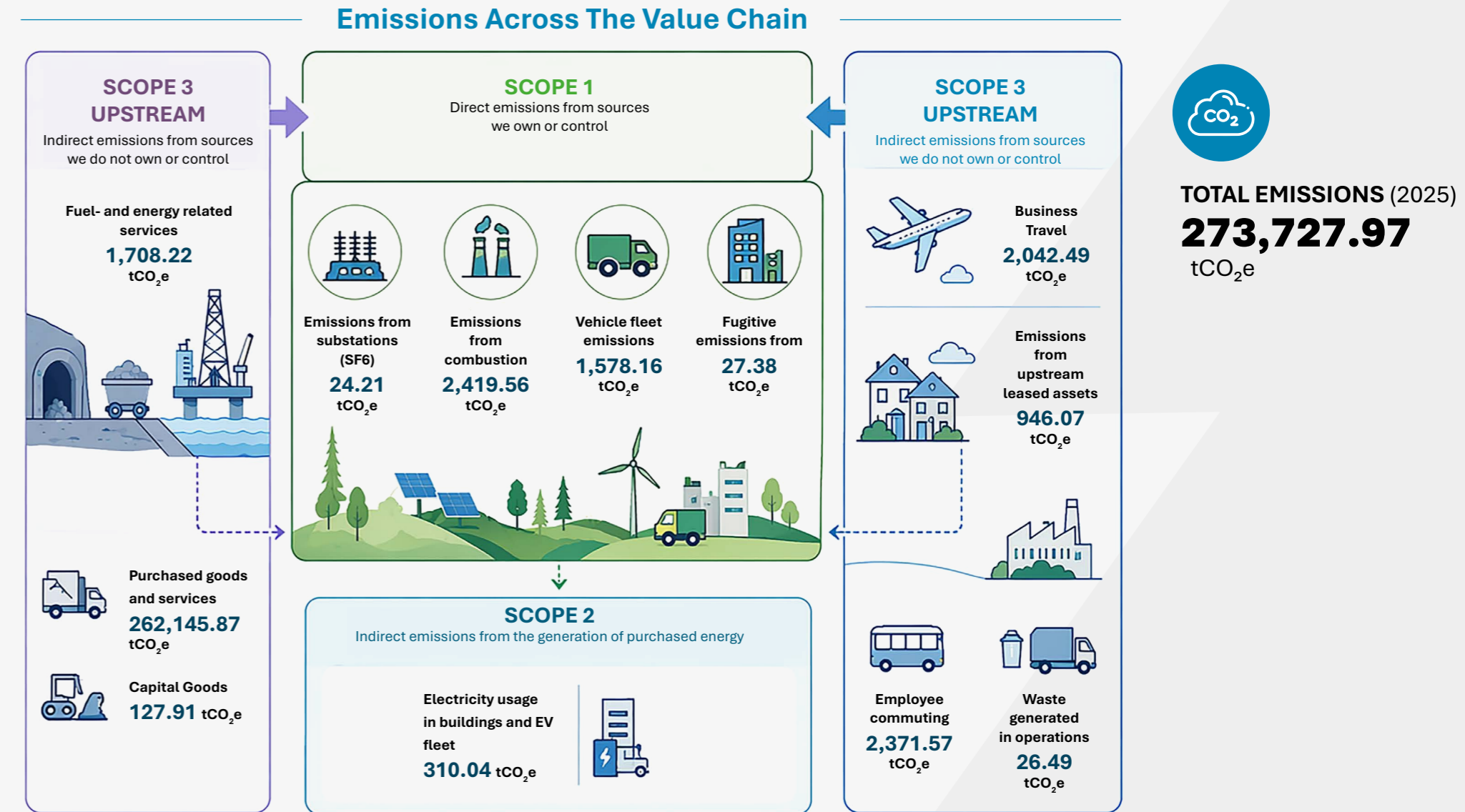
### A Foundation for the Next Phase

The combination of people, process, and technology positions H&MV to extend these capabilities further without losing control or consistency. What has been delivered to date is not a finished product, but a repeatable digital operating model; one that supports growth, strengthens ESG performance, and ensures that quality, safety, and governance remain central as the business continues to scale.



## Greenhouse Gas Emissions

Our emissions across the value chain for 2025



# EDUCATION & **AWARENESS**



## Education & Awareness

Equipping our employees, suppliers, subcontractors, and wider stakeholders with the knowledge and awareness of sustainability issues, and empowering them to act on key environmental, social and governance impacts is a part of our commitment at H&MV Engineering.

We are unwavering in our belief that a well-informed workforce, leadership team, and community drives meaningful change within our organisation and beyond, resulting in collaborative efforts in achieving our sustainability goals and targets.

Our education and awareness campaigns play a critical role in embedding ESG principles across our organisation.

Fostering a culture of accountability and continuous improvement enables all stakeholders of H&MV Engineering to drive meaningful progress towards sustainability goals.

1. **Awareness Programmes & Events**
2. **Podcast and Communications**
3. **Partnerships**



## ESG Awareness Month

We held our annual ESG Awareness Month in September 2025.

This initiative is led by the ESG Committee and sees various guest speakers, events, and workshops that spans across each pillar of ESG.

One of our main goals with hosting this month is to highlight the elements that can impact environmental, social, and governance issues across organisations, communities, and societies. Bringing ESG principles forward during this month fosters a purpose-driven culture and encourages employees to get involved and become engaged.

By highlighting ESG elements, we hope to empower our workforce to make meaningful change.



## Highlights

H&MV Engineering was proud to partner with the Irish Supply Chain Sustainability School, a free learning platform that helps businesses and their supply chains strengthen their skills for a more sustainable future.

Prof Dr. Thomas Funke delivered a thought-provoking keynote that explored the lessons we can learn from past inventors, periods of economic crisis, and the rapid pace of global development. He challenged us to look beyond the problems we see today and instead focus on identifying their root causes to uncover real solutions. Central to his message was the importance of placing sustainability at the intersection of environment, society, and the economy to avoid repeating past mistakes.

A Tree Plantation Drive at ITI Government college in Hosur by our H&MV Engineering team in India, where 2,000 native saplings were planted, strengthening our commitment to Biodiversity and Community Engagement.

We hosted an engaging session with Design Leadership at H&MV Engineering on sustainable design in electrical substations and construction projects at H&MV Engineering. They shared cutting-edge strategies for reducing environmental impact, along with real examples of innovation already being applied across our projects.

The Mental Health committee held a hugely important and successful session with Pieta to mark World Suicide Prevention Day, building on H&MV's support of the Darkness into Light initiative earlier this year.

# ESG Awareness Month 2025

Environmental Week 	1st September Environmental Week Begins	2nd Environmental Podcast Release Supply Chain Sustainability Webinar	3rd Germany - ESG with Dr. Thomas Funke	4th From AI impact to Youth Impact India - Tree Planting	5th
	Social Week 	8th Start of ESG Challenge Community Wood Recycling	9th Social Podcast Release	10th Sustainable Design & Solutions at H&MV Blood Donation India	11th Information Session - Pieta House Manchester - Plant, Paint & Pause
Governance Week 		15th Governance Week Begins	16th Governance Podcast Release	17th The Original Rogue Trader	18th End of ESG Challenge

## ESG Podcast and Communication



### ESG is ME Podcast

The H&MV Engineering ESG is Me Podcast is a key highlight of our ESG Awareness Month, and allows us to bring light to real experiences, challenges and perspective of our people and partners as they embed sustainability into everyday operations.

By having a platform to openly discuss and delve into the environmental, social and governance pillars of ESG, we find our workforce and wider sphere of stakeholders are able to digest the multiple complexities of the sustainability landscape, its effects on an organisation, and the impact an organisation can make through its sustainability framework.

The often complex and data-heavy reality of sustainability journeys is converted into an accessible and humanised format, which we feel drives value.

### Internal Communications

This year, we were thrilled to have launched The H&MV Network – our brand-new intranet.

This development was pivotal in the enhancement of internal communications, improved collaboration and better employee engagement. Across this network, we are readily able to share successes, project progress, and enhance our communication across the global organisation.

This centralised platform has been essential in strengthening company culture and proving key for sharing the organisations’ ESG progress and journey.

### External Communications

Our presence across our social media platforms such as LinkedIn, Facebook, Instagram, YouTube and Spotify offers multiple benefits with relation to our Sustainability journey across the ESG Framework.

We believe our transparency across these networks highlights the positive impacts H&MV Engineering are making, improves our stakeholder engagement and feedback, and fosters transparency in our network.

## Partnerships



### Cabragh Wetlands, Co. Tipperary.

Cabragh Wetlands is the biggest single area of freshwater semi-natural floodplain habitats on the River Suir.

The wetlands comprise a mosaic of habitats, including reedbed, tall herb swamp, wet grassland, calcareous fen, transition mire, alluvial woodland, watercourse, lake, ponds and springs.

H&MV Engineering’s partnership with Cabragh Wetlands was cultivated towards the end of 2025. We are proud to partner with Cabragh Wetlands as it serves as a an example of our commitment to supporting our local communities and protecting natural environments.

This partnership reflects our dedication to education, awareness, and fostering a protective approach to biodiversity and our ecosystems within our organisation.



For ESG Awareness Month, H&MV continued its partnership with Global Action Plan for the ESG Challenge.

Global Action Plan aims to inspire people to become environmental change-makers and want to ensure that people in Ireland have the knowledge, skills and motivation to make sustainable lifestyle choices within their communities.

This company-wide challenge saw teams across the business battle it out in carbon reduction efforts. Global Action Plan were the most suitable partner in showing our workforce that small, every day actions can have substantial impact

GAP were also crucial in our celebration of World Environment Day, where they facilitated a Zero-ish Waste Living Workshop for our workforce on the day.

# AWARD & **RECOGNITION**



## Irish Construction Industry Awards 2025

H&MV Engineering is proud to receive the Innovation in Construction Award at the Irish Construction Industry Awards 2025 for our groundbreaking Performance Hub — a digital transformation project redefining how we manage data, reporting, and collaboration.

This innovation has transformed H&MV from reactive to proactive operations, empowering every department — from HSE to Procurement — to make smarter, faster decisions. The H&MV Performance Hub stands as a new industry benchmark for scalable, data-driven excellence in construction.



## Scottish Green Energy Awards

Our team was recognised Outstanding Service Award at the **Scottish Renewables** Green Energy Awards 2025 for delivering the UK's first transmission-connected battery energy storage system at Coalburn 1.

This pioneering 500GW BESS project represents a significant milestone in the UK's energy transition, and we are incredibly proud to have played such a vital role in bringing it to life. This award reflects the dedication, expertise, and innovative thinking of our entire team who worked extremely hard to deliver this groundbreaking project.





## NISO Occupational Health & Safety Awards

We were honoured to receive the Consistent High Achiever Award and Higher Distinction Award again from the National Irish Safety Organisation.

These awards are a testament to our approach to safety at H&MV Engineering, and as one of our core values, highlight how embedded a culture of care is embedded into our organisation.



## Irish Construction Awards

H&MV Engineering has won The Irish Construction Excellence Awards **2025 Silver Award Winner**, for our work on the Kilnap 110 kV Substation project, delivered on behalf of ESB.

This groundbreaking initiative is a first for Ireland — utilising Horizontal Directional Drilling (HDD) beneath an active 110 kV AIS to establish a connection with a new 110 kV GIS.

Shortlisted for the following awards

**Women In Construction**  
Best Sustainability Leadership

**Engineering Excellence Awards**  
Graduate Training Programme of the Year

**Women In Construction**  
Best Female Led Team

## Apprenticeship Programme Award

We were delighted to win the Apprenticeship Programme of the Year at the Engineering Excellence Awards.

The standout achievement at the heart of H&MV Engineering’s win was its rapid and deliberate growth in female apprenticeship, from zero to nine in a single year. This was not an incidental outcome, but the result of a structured, supportive environment designed to build confidence, remove barriers, and ensure apprentices could contribute and develop from the outset.

The programme demonstrated how a clear strategic commitment to inclusion can deliver tangible, quantifiable results that benefit both the individual and the wider organisation.



# COMPANY CULTURE

## Celebrating Women at H&MV

H&MV celebrated International Women’s Day as well as International Women in Engineering. H&MV also had the pleasure of working with CIGRE Ireland Women in Energy hosting an event on ‘Resilience in the Energy Transition’. H&MV acknowledge the importance and contribution women make in our organisation.



## Celebrating Progress in India

H&MV Engineering India was officially recognised as one of the best workplaces in Construction & Engineering by Great Place To Work India. This award is a testament to the success of our expansion to India. We are proud to host local culture throughout our organisation where last year we celebrated Diwali in our Bengaluru office.

## International Men’s Day

To acknowledge International Men’s Day we hosted an engaging talk on Positive Male Role Models. A speaker shared valuable perspectives on men’s mental health and the importance of speaking up and supporting each other.



# COMMUNITY ENGAGEMENT



## H&MV Engineering Charity Cycle

*Giving Where We Live* is integral to our ethos at H&MV Engineering.

We held our annual charity cycle in Thurles in 2025 to support the Irish Guide Dogs for the Blind, and The Dillon Quirk Foundation. Employees and local community members alike can participate and raise money for two worthy causes.

We were thrilled to have raised €70,000, with thanks to all our sponsors.



**€587,014**

Total Charitable Giving in 2025



**122.5%**

Increase in charitable giving versus 2024



## Building Bright Futures in India

We're thrilled to have completed the construction of a middle school in Kumbalam, Krishnagiri. It's a symbol of the progress we've made since our expansion to India.

The school accommodates 102 students and 6 teachers, providing them with an inspiring learning and teaching environment. This project embodies our core ESG objectives at H&MV Engineering, empowering education and learning in our communities.



# LOOKING **AHEAD**

As we look toward the year ahead and the next phase of our sustainability journey, we recognise both the progress we have made and the responsibility that comes with operating in an energy-intensive sector. Our focus now is on moving from strong foundations to deeper integration—ensuring that every commitment outlined in this report becomes part of how we plan, operate, and deliver value across our global footprint. A central priority will be advancing our Net Zero Transition Plan, strengthening the pathways that support long-term decarbonisation across our fleet, offices, supply chain, and project delivery.

A key milestone on our horizon is our preparation to establish Science Based Targets. In the coming year, we will continue the detailed work required to align with the Science Based Targets initiative's criteria. Setting science-based targets will represent a significant step forward in our climate strategy, demonstrating a transparent and externally validated commitment to reducing emissions in line with a 1.5°C pathway.

To support this work, we will further scale the implementation of Microsoft Sustainability Manager (MSM) across our business. This platform is a critical enabler of our broader ESG strategy, allowing us to centralise data from multiple regions, streamline emissions calculation methodologies, automate reporting workflows, and improve the accuracy and traceability of environmental metrics.

Beyond carbon reduction, our overarching ESG commitments will continue to guide how we operate as a responsible organisation. We will build on the progress made in biodiversity, circular economy practices, supply chain engagement, quality management, and social impact. Strengthening our partnerships with community organisations, expanding employee engagement in ESG initiatives, and continuing to invest in skills development across the energy engineering sector remain key to delivering long-term social value. We will also continue enhancing our governance framework, ensuring policies, training, and ethical standards evolve with regulatory expectations and industry best practice.

We recognise that achieving our ESG goals is not a single project, but a continuous process of learning, adapting, and improving. The road to Net Zero requires sustained effort, transparent reporting, and cross-functional collaboration, and we are committed to all three.

With the dedication of our teams, the support of our stakeholders, and the strategic investments we are making in technology, data, and capability, we are confident in our ability to accelerate progress and create meaningful, measurable impact.

As we step into the next chapter, our ambition remains clear: to operate responsibly, lead with integrity, and contribute to a more resilient, low-carbon, and sustainable energy future.





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