



# Corporate Responsibility REPORT 2024

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01

# EXECUTIVE SUMMARY





# Executive summary

As we reflect on our milestone 50<sup>th</sup> year, Linesight continues to grow at pace, building on a legacy of over five decades, solidifying our reputation for excellence and innovation through partnership with some of the world's leading names in the life sciences, technology, commercial, and high-tech sectors. Our business has grown from a small cost consultancy practice into a global leader, with 38 offices in 21 countries, and a team of over 1,600 people, supporting clients on complex, high-value projects around the world. Our growth is founded on consistent delivery, deep technical expertise, and trusted relationships.

We continue to strengthen our culture of governance, built on accountability, transparency, and ethics, supported by strong systems and controls. As we launch our 2024 report, I am pleased to share key updates that reflect our commitment to making a real impact for our people, clients, and the communities we serve.

Creating a safe and supportive environment for our teams remains a central focus for Linesight. We appointed our new Director of Health and Safety, to help guide and direct our global approach to putting safety

at the heart of everything that we do. We advanced our long-standing safety culture, with the launch of our Safety First program. This program brings greater structure and visibility to how we support both the physical and psychological well-being of our people, across all client sites and office locations. These efforts build on the strong foundation we already have in place, and reflect our commitment to clarity and accountability.

We have continued to strengthen the way we work, ensuring our systems and standards support long-term growth. As part of this ongoing commitment, we appointed a Vice President of Delivery Excellence and a Vice President of Digital Transformation. These roles will guide our efforts to enhance performance, drive innovation, and ensure alignment across the business as we deliver value to our clients and strengthen our digital capabilities.

Over the past year, we have made progress in minimizing our impact on the environment. As our company grows, our environmental footprint per employee has reduced, showing that we are becoming more efficient and environmentally focused. We improved how we collect and analyze data, which helps us



better understand things like energy use, travel, and emissions from our suppliers. This allows us to make smarter decisions and identify more ways to improve. We also started using renewable energy in all our offices worldwide, certified to the local standard, such as Green-e, and submitted our short-term emissions reduction goal to the Science Based Targets initiative for review. Our higher EcoVadis score shows the progress we have made and highlights where we are progressing, and where we can improve. All of this reflects our commitment to making real improvements across our business.

We continue our efforts to make Linesight a great place to work. By working with Inclusio, we compare our workforce trends with others in the industry to see how we are progressing and where we can do better. These insights help us create a workplace where people feel heard, respected, and empowered to make a real impact.



**Paul Boylan**

Group Chief Executive Officer

We also continue to strengthen the way we work, making sure our systems and standards support long-term growth. We updated our ISO 27001 certification to meet the latest international standards and are keeping strong governance practices in place across the business. Staying focused on integrity, consistency, and high standards is key to how we grow and deliver value to our clients.

This report reflects how we approach responsibility in every part of our business. It brings together the ways we support our people, reduce our environmental impact, contribute to our communities, and uphold strong governance. These are not separate from our day-to-day work. They are an integral part of how we lead, how we grow, and how we deliver. At Linesight, responsibility means creating value that reflects our values in everything we do.

# 50 years of commitment and growth





02

# PROGRESS and APPROACH



# Progress and approach

Our commitment to continuous improvement is reflected in the following updates, showcasing the strides we made in 2024 in safety, sustainability, and overall impact.



**Safety First** program launched to reinforce safety as a core strategic priority.



**EcoVadis** score increased from 44 to 60 with a bronze medal achieved in the second assessment.



Annual **CDP** disclosure introduced to reinforce commitment to a transparent approach.



Improved alignment of initiatives with the United Nations **Sustainable Development Goals**.



**ISO 27001** certification updated to align with the most up to date standard.



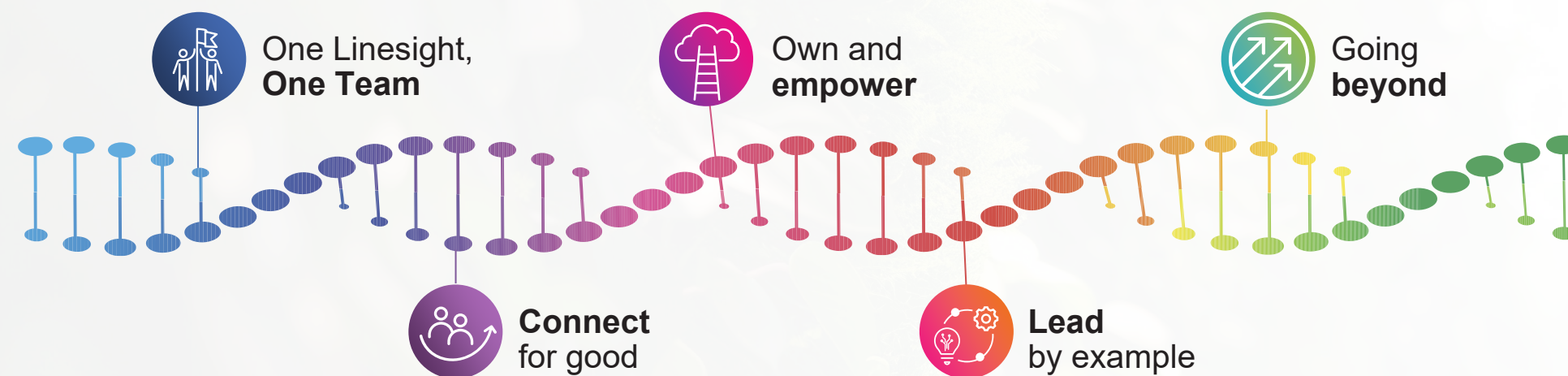
New **community engagement focus areas** introduced to maximize impact.



# Our approach

## Our drivers

Our values shape our company culture and strategic decisions.

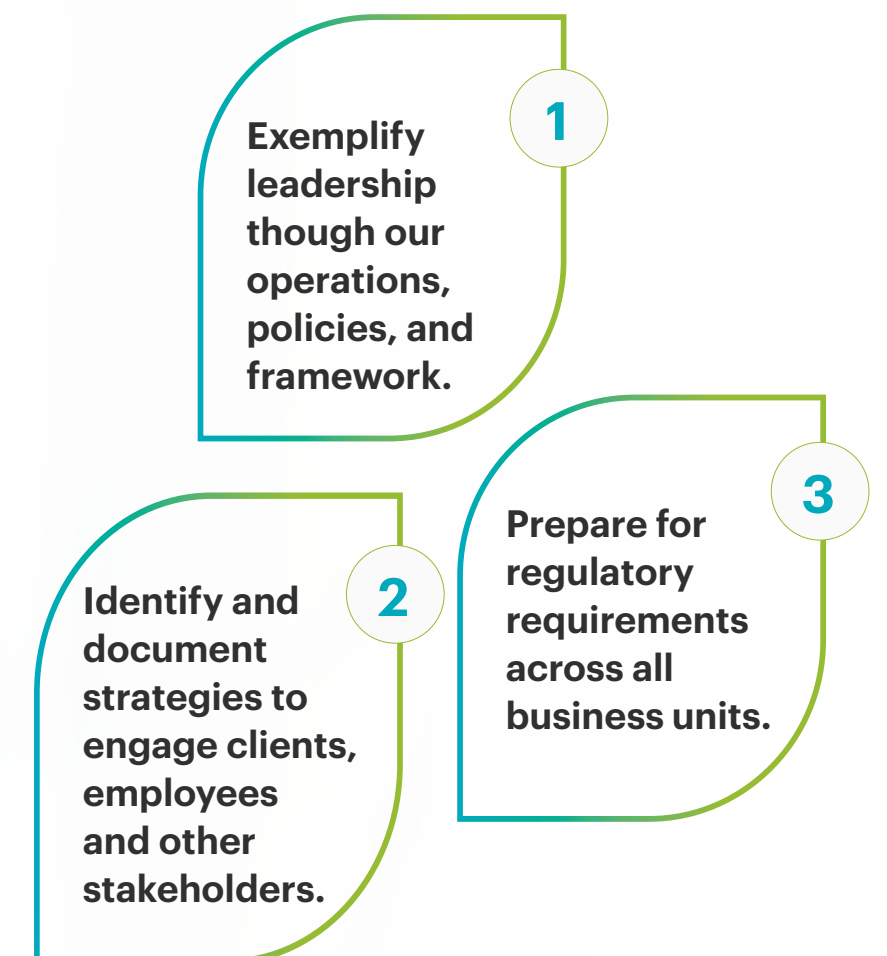


## Sustainable Development Goals

The Sustainable Development Goals offer a global framework for tackling critical social, economic, and environmental challenges. These are the nine goals our organization is committed to supporting and advancing through our initiatives.



## Sustainability strategy






# Our progress and goals


2024	2025
<div>✓ Achieve near-term emission target validation from SBTi</div>	<div>➔ Achieve near-term validation of our SBTi target</div>
<div>✓ Add the Gallup Engagement Survey to our suite of employee surveys</div>	<div>➔ Expand sustainability education across all employees</div>
<div>✓ Increase the utility-use efficiency in our offices</div>	<div>➔ Release the Safety Management Playbook</div>
<div>✓ Identify and begin to engage suppliers based on sustainable procurement criteria</div>	<div>➔ Complete first mentorship cycle in the Americas</div>
<div>✓ Sustainability education roll-out to employees</div>	<div>➔ Launch new policies to support community engagement in key focus areas</div>
<div>✓ 100% of purchased electricity covered by RECs (renewable energy)</div>	<div>➔ Identify and engage high-impact suppliers for deeper collaboration</div>
<div>✓ Assess climate-related regulatory disclosures</div>	<div>➔ Continue 100% REC (renewable energy) coverage of purchased electricity</div>

### Emission updates


In 2024, we achieved:



Expanded data and analysis capabilities to include additional Scope 3 categories under the GHG Protocol



Submitted science-based emissions target to SBTi for validation



100% REC coverage for all global offices, certified to the local standard, such as Green-e

✓ Complete ➔ On-track



03

# PEOPLE and CULTURE



# People and culture

## Driven by our people

Everything we achieve begins with our people. Across regions, roles, and teams, it is the passion, skill, and dedication of our colleagues that drive our progress. We are focused on building a culture where everyone feels respected, supported, and inspired to grow. From hiring and development to well-being and community engagement, we continue to invest in creating an environment where people can thrive and do their best work together.

### Talent acquisition

At Linesight, the employee experience begins well before the first day of work. We attract and engage future talent through a recruitment approach grounded in fairness, equity, and transparency. We partner with universities, employee networks, professional organizations and

industry platforms to ensure we attract the required range of skills, perspectives and lived experiences, to meet the needs of our clients. Over the past year, we have enhanced our hiring systems to create a more personalized candidate journey, ensuring everyone feels valued and respected from the very first interaction.

#### Total employees\*

1,614



EMEA

56%



AMERICAS

24%



APAC

20%

\*Employee count reflects data as of April 30, 2025 - the end of our reporting period.

“We have put in place a recruitment process that focuses on objective, transparent, fair and effective criteria. We want to hire people who can thrive in our company, and bring the skills and ambition for both themselves and the company to succeed.”

– Anne Rush, Chief People Officer







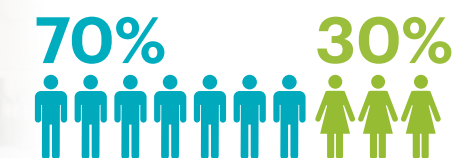
## Building a balanced workforce

Fair and transparent pay and rewards are a core part of how we support our people. Our Executive Committee reviews pay equity annually, and salary adjustments are guided by transparent, objective criteria, such as performance and role.

As part of our 2025 review, we conducted a detailed analysis of pay across the organization to identify and address any inconsistencies. This included a review of all employees, to ensure our practices comply with relevant regulations and reflect our internal standards. Where gaps were identified, we made thoughtful adjustments to ensure fairness and alignment across similar roles. This ongoing work reflects our commitment to recognizing and rewarding all employees in a fair and transparent way.

Over the past year, we have also seen continued progress in building more balanced teams. Representation of women in senior roles increased from 20 to 22 percent, including 40 percent at the Executive level. While there is more to do, we remain focused on expanding our outreach, strengthening our employer brand, and supporting early-career programs to attract and grow talent from a wide range of backgrounds.

### All employees\*



### Executive committee\*



*\*Percentages are rounded to the nearest whole number for reporting. Totals may not add up to exactly 100% due to rounding or individuals who chose not to disclose. Data is accurate as of April 30, 2025.*



# Diversity, Equity and Inclusion (DE&I)

At Linesight, our culture is grounded in people. The way we interact with one another is built on mutual respect, openness, and a shared commitment to excellence. We believe that diversity, equity and inclusion are not abstract concepts, but essential to how we bring our values to life and build high-performing teams. Each plays a vital role in creating a workplace where people are valued, supported, and empowered to do their best work.



► **Diversity** strengthens our teams by bringing together different perspectives, experiences, and ideas that enhance the way we solve problems and deliver results. We are committed to hiring, developing, and promoting individuals based on their skills, contributions, and the value they bring to our clients and organization. This approach ensures we build teams that are capable, innovative, and focused on delivering to the highest standards.

► **Equity** ensures that every person has a fair opportunity to succeed, by recognizing individual contributions and providing access to the right resources and support. We are focused on creating a level playing field where people can grow based on their abilities and impact. This commitment to fairness strengthens our teams, builds trust, and helps every person reach their full potential.

► **Inclusion** creates an environment where diversity and equity come to life. It means fostering a workplace where people feel respected, heard, and encouraged to contribute fully. By listening with intent, collaborating openly, and treating each other with care, we create a culture where everyone has a voice and can succeed together.

These principles are part of how we live our values. We come together as one team. We support and empower each other to take ownership and lead with confidence. This is the foundation of our culture and how we continue to deliver meaningful results.





## Employee Resource Groups (ERGs)

With teams working across different regions, roles, and locations, our Employee Resource Groups offer a meaningful way to connect, share experiences, and foster collaboration across the business.

Over the past year, we have continued to strengthen these groups by building more structure and encouraging deeper engagement. We have seen employees at all levels, including senior leaders, choose to participate after experiencing the community and support these groups foster. Their involvement has helped expand the reach and impact of the ERGs, creating a stronger sense of belonging across the organization.

Participation in ERGs is entirely voluntary and open to everyone. Each group is centered around shared interests, experiences, or areas of focus that resonate with our people. Whether someone joins to meet new colleagues, explore a topic, or simply be part of a welcoming space, the groups offer meaningful opportunities to connect and contribute.

Through events, conversations, and ongoing collaboration, the ERGs bring people together in ways that strengthen relationships and encourage open dialogue. They create room for genuine connection beyond daily responsibilities, and help reinforce a culture where everyone feels included and supported.

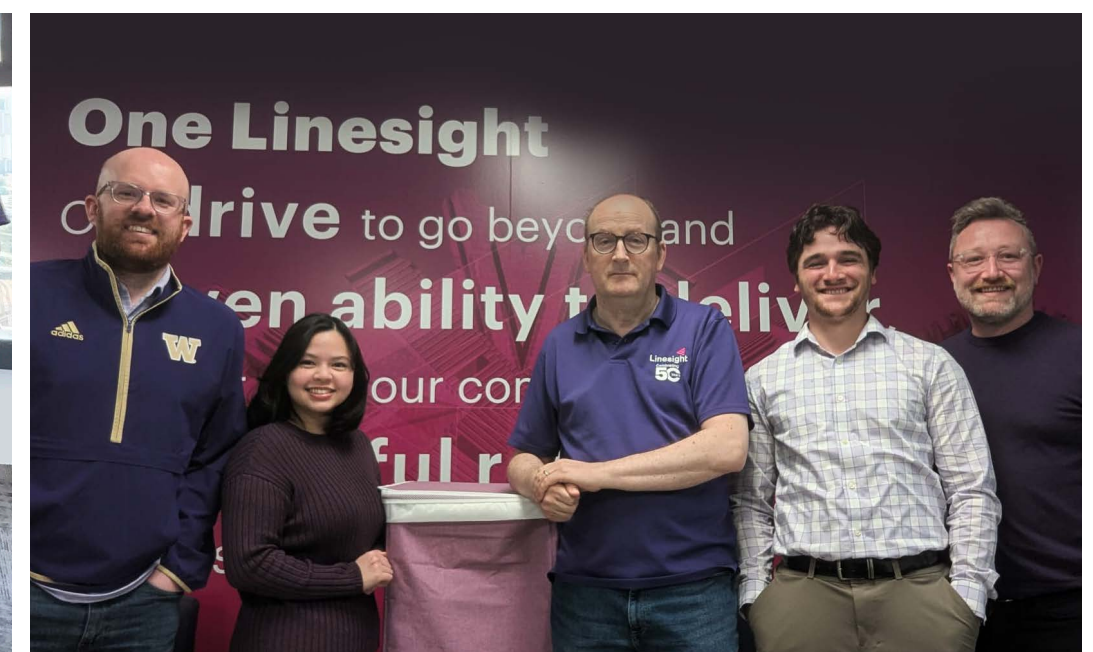


**Linesight**

“At **Linesight**, we're proud to be taking part in **Neurodiversity Celebration Week**, because it impacts the lives of many of us – whether we're neurodivergent ourselves, or have friends, family or colleagues who are, we want to understand, value and celebrate the talents of neurodiverse minds.”

**Michael Riordan**  
Managing Director – United Kingdom  
and Senior Director – Europe

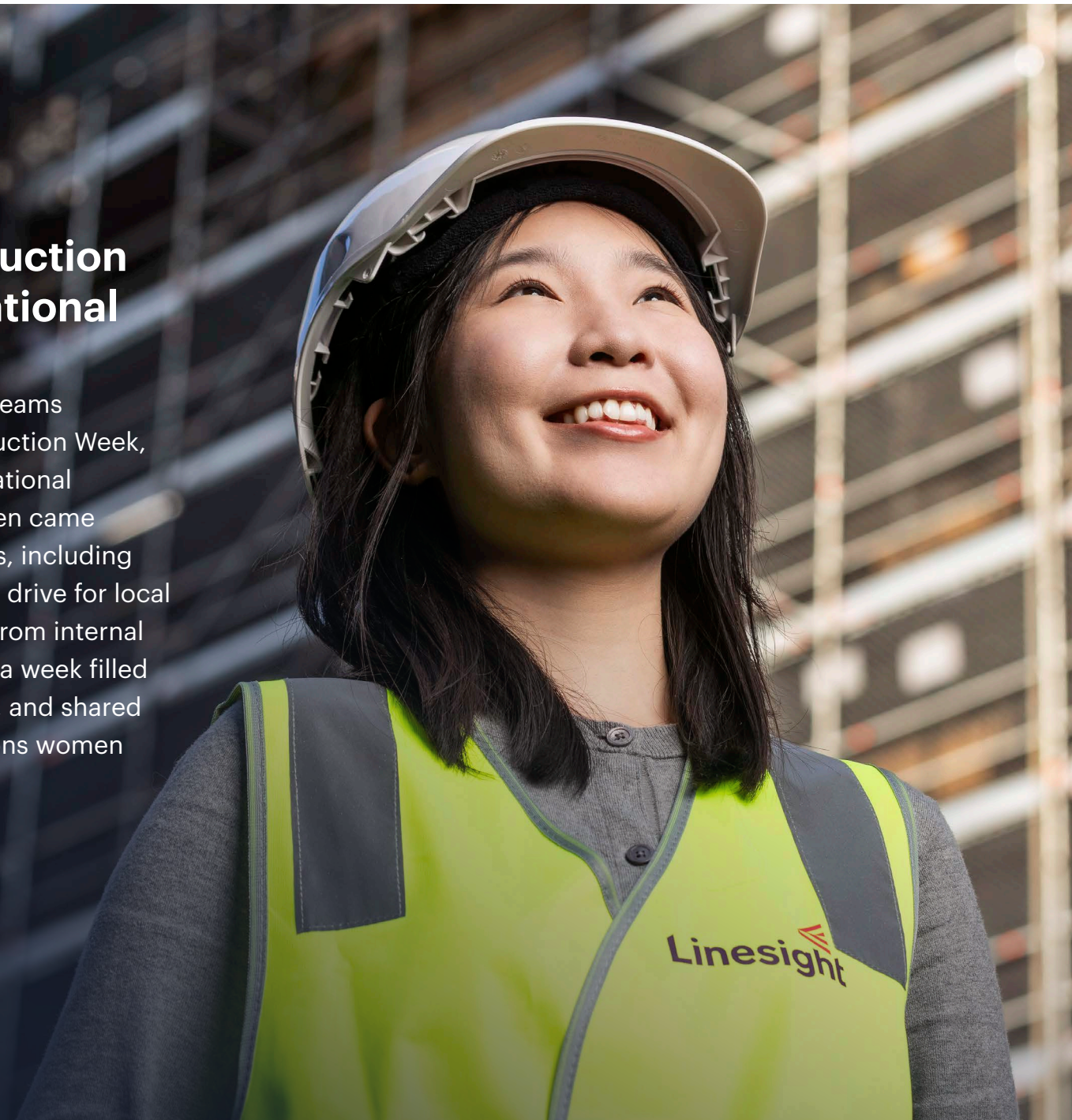
**Neurodiversity Celebration Week**





## Women in Construction Week and International Women's Day

Across all regions, Linesight teams celebrated Women in Construction Week, which concluded with International Women's Day. Women and men came together for a series of events, including employee lunches, a clothing drive for local charities, and inspiring talks from internal and external speakers. It was a week filled with connection, recognition, and shared celebration of the contributions women make in our industry.



## Lead by example: iWish

iWish is a leading event that brings women in STEM together to share their stories, and inspire young women and girls across Ireland. This year, Anita Koitka, Associate Cost Manager at Linesight in Dublin shared her journey – from studying in Poland to building a successful career in Ireland. She spoke about the importance of following what you love, trusting your instincts, and staying open to new opportunities. Her story offered thoughtful, down-to-earth advice on finding your path with confidence.



“You have the power to lead, to build, and to make a difference. We're here to show you it's possible.”

– Anita Koitka, Associate Cost Manager



# Community engagement

As we continue to grow, so does our commitment to having a positive impact in the communities where we live and work. Through volunteering, donations, and sharing resources, our teams have consistently shown a strong desire to give back. Building on this energy, we are implementing new processes to bring greater structure and global alignment to our community efforts. This approach will help us focus our collective impact and deepen our connection to the causes that reflect our values. To guide this work, we have introduced three global focus areas that reflect both our culture and our commitment to meaningful, lasting change.



## Unlocking future potential

We support programs that expand access to quality education and mentorship for young people up to age 24. By creating opportunities for learning and inclusion, we help build strong foundations for lifelong growth and success.



## Supporting underserved communities

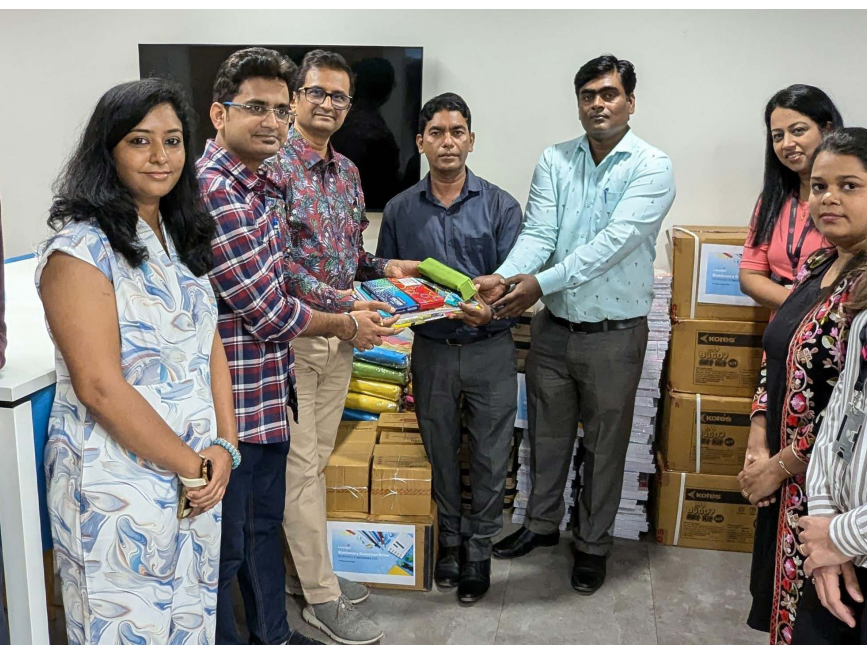
We are committed to supporting initiatives that address basic needs, like food security and housing stability. By contributing resources and services, we aim to foster resilience and improve quality of life in underserved communities.



## Nurturing health and well-being

We take part in efforts that promote medical research and patient support, including community events such as charity runs and wellness campaigns. This reflects our belief in the importance of collective action to improve lives and advance health outcomes.

Across the globe, our teams came together to make a meaningful difference in the communities where we live and work.





# Health and wellness

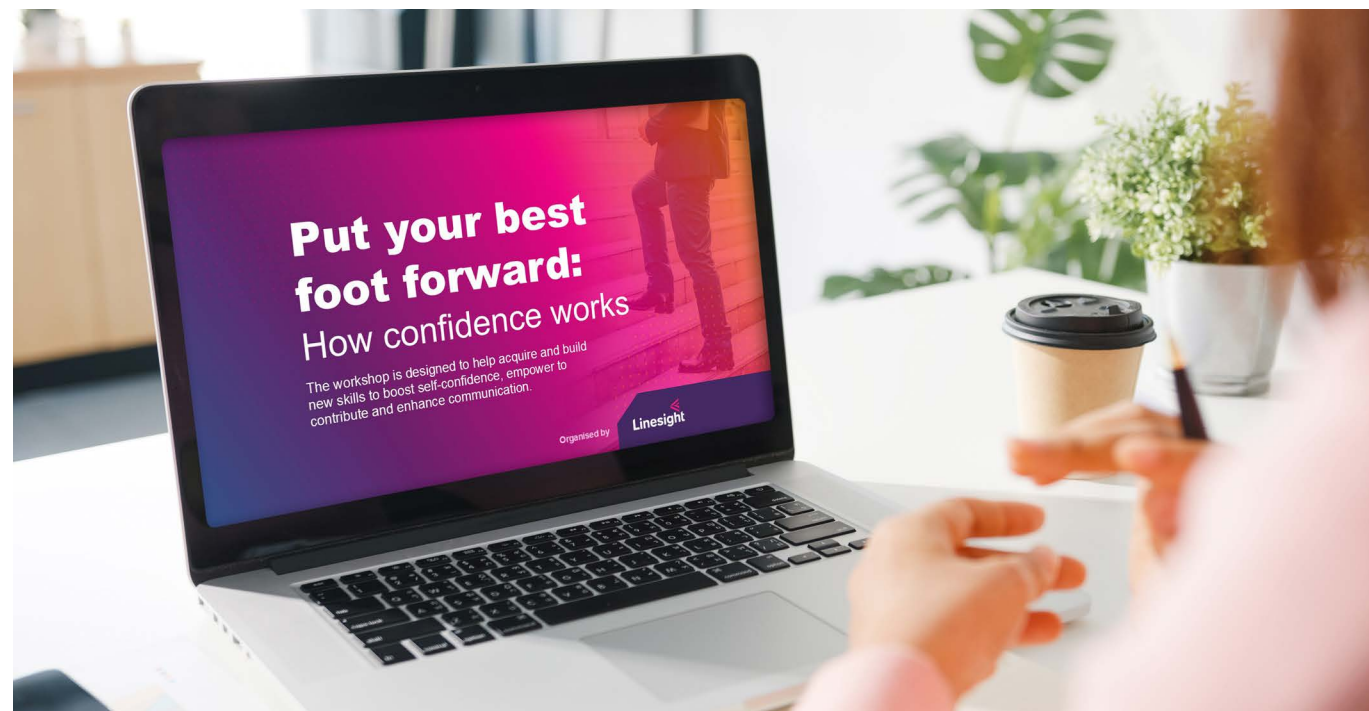
Supporting the well-being of our people is a core part of our culture. Through global programs, local partnerships, and everyday initiatives, we continue to promote mental, physical, and emotional health across all regions.

## BeWell

Over the past year, our global BeWell program has continued to support employees through a variety of health and wellness initiatives. BeWell focuses on four key areas: dedicated employee support, mental well-being resources, occupational health services, and monthly educational events.

To ensure meaningful support across all regions, we partner with local healthcare and well-being providers in the Americas, the United Kingdom, Ireland, mainland Europe, and the Asia-Pacific region. These regional providers offer culturally relevant and language-accessible services for employees, wherever they are based. Confidential one-on-one referrals are available through our Employee Assistance Program for mental well-being support, and through Occupational Health for physical well-being needs.

BeWell is introduced to every new team member during onboarding, and we continue to encourage all employees to explore the resources available and to feel confident reaching out for support whenever needed.



**In 2024, our BeWell program recognized and supported a range of regional and global events, including:**

- International Women's Day
- Put Your Best Foot Forward – How Confidence Works
- Embracing Neurodiversity
- World Autism Day
- International Day of Families
- The Stigma of Addiction
- Global Suicide Prevention Day
- Financial Awareness
- Guided Meditation
- Positive Parenting



## Mental well-being

We continue to build on our commitment to mental well-being through our peer-to-peer Mental Health First Aider program. First launched in Europe, this program trains volunteer employees to provide confidential, local support to colleagues who may be feeling overwhelmed, stressed, or simply in need of someone to talk to. These trained volunteers are familiar with regional Employee Assistance Program services and can guide colleagues to additional professional support when needed.

The program expanded to the Americas in early 2025, with certified training planned for the Asia Pacific region later this year. These volunteers are part of our MIND team (Mental Inclusivity and Neurodiversity), which also helps coordinate awareness events, including World Mental Health Day and Global Suicide Awareness Day. In October 2024, we welcomed international rugby league player Danny Sculthorpe, who shared his personal mental health journey in a moving and memorable session.



## Fostering wellness

As part of our commitment to mental well-being, Linesight teams around the world have participated in events focused on mindfulness and support, including guided meditation sessions that encourage reflection and balance in the workday.



## Staying active

Employees from across Linesight have taken part in group runs and marathons around the world, highlighting our ongoing commitment to health, wellness, and staying active together.



# Learning and development

We are committed to supporting growth at every stage of our employees' careers. Through mentorship, leadership programs, and early career initiatives, we continue to invest in learning opportunities that build skills, strengthen connections, and support long-term development.

## Mentorship

We are excited to launch our new mentorship program in the Americas region, providing a structured and supportive way for employees to connect, learn from each other, and grow in their careers. The program encourages meaningful conversations across roles and experience levels, helping to strengthen relationships and build confidence through shared insights and experiences.

Each cycle begins with an orientation session, where mentors and mentees learn about the goals of the program, time commitments, and how to get the most out of the experience. Mentoring pairs will connect over a six-month period, with regular check-ins that allow space for honest dialogue and practical learning. After each cycle, mentees will be matched with a new mentor to broaden their perspective and continue their development.

This launch is the first step in expanding mentorship across the company. What we learn from the Americas program will help guide future efforts in other regions, with the goal of making mentorship a consistent and valuable part of how we support our people globally.

## Early careers

Developing early career talent is an important part of how we grow our business and strengthen our teams. Across our regions, we continue to invest in programs that give students, graduates, and professionals early in their career the opportunity to gain hands-on experience and explore careers in construction consulting.

As of April 1, 2025, we have 105 participants in early careers programs across Europe, including Ireland, the United Kingdom, Germany, Sweden, the Netherlands, Spain, and France. Working across multiple service lines, they are gaining exposure to impactful projects and building practical skills. Thirty percent of this group are women, and we remain committed to creating supportive and inclusive career pathways.

In the United States, our 2024 Summer Internship Program hosted six university students for an 11-week placement in New York, Dallas, Phoenix, and San Francisco, combining technical training with real project experience. We also launched the Project Controls Pathway Program in September 2024, with nine participants receiving hands-on learning across core service areas.

Together, these programs reflect our commitment to building strong, local talent pipelines and supporting the next generation of professionals across the business.





## Women in leadership

We value the perspectives women bring to leadership, and continue to support their growth as part of our broader commitment to professional development. Below are two examples of current initiatives in Europe, and we have begun piloting similar programs in other regions.

### Women in Global Organizations (WGO)

Linesight is proud to take part in the Women in Global Organizations (WGO) Peer Mentoring Program, a leadership development initiative for senior female leaders. Held in Dublin, the program brings together 55 participants from a range of industries to strengthen leadership skills in a collaborative, cross-functional environment.

Through six in-person sessions focused on topics such as influence, visibility, and leading through change, participants gain practical tools and fresh perspectives to support their growth.

### IMI Women in Construction Leadership

As part of our commitment to leadership development, Linesight participates in the Irish Management Institute Women in Construction Leadership program, an initiative designed to support women in the construction and engineering industries. Designed for those preparing to take on broader leadership responsibilities, the program creates space for participants to strengthen their leadership style, clarify

their goals, and navigate the complexities of a dynamic and fast-evolving industry.

This initiative brings together professionals from across the industry to share experiences, gain new insights, and learn in a collaborative environment. Developed through in-depth research and engagement with senior leaders, the program reflects the growing importance of inclusive leadership in shaping the future of construction.

As we continue to invest in leadership development across Linesight, programs like this offer a valuable opportunity to learn, connect, and grow in ways that benefit both individuals and the wider organization.





04

# QUALITY and INTEGRITY



# Quality and integrity

## Building trust through quality

At Linesight, quality and integrity are central to how we operate. Over the past year, we have continued to strengthen the systems and processes that support consistent, high-quality delivery across the business, by providing tools, guidance and improved service playbooks for our teams. These efforts are not only about meeting expectations, but about continuously improving how we work and deliver value.

### Delivery excellence

To support our ongoing commitment to quality and consistency, we introduced the role of Vice President of Global Delivery Excellence. This position will guide efforts across regions to enhance performance, ensure alignment, and create lasting value for our clients.

### Quality week

In 2024, Linesight joined organizations around the world in celebrating Quality Week, a global initiative dedicated to highlighting the importance of quality in the workplace. Across our offices and regions, teams marked the week by sharing daily messages, reinforcing best practices, and engaging in conversations about what quality means in our work. We aligned internal communications, added visual reminders like updated email signatures, and created a dedicated space on our intranet site to keep the focus front and center. The week served as a reminder that delivering with quality is a shared responsibility and a core part of how we work together.

WORLD QUALITY WEEK 2024



# Our approach to delivering excellence

These three projects illustrate our approach to corporate responsibility, showcasing how our values shape the work we do. From building strong teams to delivering quality results, these examples reflect our commitment to supporting clients and creating lasting impact through every project.

## Dublin Simon Community

At Linesight, we are dedicated to supporting the communities where we live and work. Our partnership with Dublin Simon Community (DSC) reflects this commitment, spanning both our community engagement efforts through the ‘supporting underserved communities’ initiative, and our involvement in delivering impactful projects, like the award-winning, new Ushers Island Medical Residential Treatment and Recovery Centre in Dublin, Ireland.

The new six-story facility, covering over 5,300 square meters, provides 100 bedrooms, treatment rooms, and spaces designed to support individuals facing homelessness and addiction. The facility is

designed to meet all local healthcare regulations and standards, to offer a safe, accessible environment for those in need. This project enhances DSC’s services and helps address the growing demand for their crucial work.

Linesight provided comprehensive Cost Management services, overseeing both Civil, Structural, and Architectural (CSA) and Mechanical and Electrical (M&E) aspects of this project. Our collaboration with DSC to deliver this facility not only strengthens their services, but also aligns with our shared values of supporting vulnerable communities and making a positive impact.



“

**We’re driven to deliver real value through clear processes, high standards, and a commitment to quality, responsibility and accountability in everything we do.** ”

– **Stephen Ashe**, Vice President of Global Delivery Excellence



## Digital Connexion

Linesight is supporting Digital Connexion in delivering the MAA10 Data Center in Chennai, India, a state-of-the-art facility designed to meet the growing demand for secure, high-performance data storage solutions. Located in the Ambattur Industrial Estate, the campus spans 10.5 acres and offers a modular infrastructure capable of scaling up to 100 MW of IT load.

The first phase of MAA10, with a 20 MW capacity, is IGBC Green Data Center Platinum certified, demonstrating a strong commitment to sustainability. The facility incorporates advanced technologies, such as maglev-based chillers

and prefabricated equipment, to optimize energy and water efficiency. Rooftop solar panels further enhance its sustainability, and the design supports high-density workloads, including artificial intelligence applications.

Linesight provided comprehensive Cost Management services throughout the project, covering cost reporting, change control management, and final account assessments. Our work on the MAA10 Data Center was recently recognized with the prestigious 2024 Data Center of the Year award from the Royal Institution of Chartered Surveyors (RICS), highlighting the project's exceptional design, execution, and sustainability.



## Diageo

Linesight has been a trusted partner to Diageo for over three decades, providing specialized construction cost and change management services. From feasibility through to delivery, our services help Diageo meet both operational and sustainability goals, while navigating market uncertainties and challenges. This experience positions us as a reliable partner for large-scale, sustainable projects across their global portfolio.

In Europe, we are overseeing the construction of a **carbon neutral brewery** in Ireland and supporting the development of the Guinness Open Gate Brewery in the United Kingdom. In both projects, Linesight ensures cost control,

effective management, and alignment with sustainability goals, including water conservation and carbon emission reductions.

In the Americas, Linesight completed the Guinness Open Gate Brewery and is currently supporting a major distillery. We are helping Diageo navigate supply chain challenges, while ensuring the projects stay on track with their commercial and sustainable objectives.

In Africa and Asia, we have supported Diageo with Cost Management and Change Management services, ensuring successful project delivery while aligning with its operational and sustainable goals.





## International Organization for Standardization (ISO)

In 2024, we continued to build on the foundations that support operational excellence by enhancing our systems, improving our standards, and rolling out practical resources that help our people do their best work.

A key part of this work is our alignment with ISO standards, the international frameworks that help ensure quality, safety, and efficiency in how we operate.

In 2024, we reaffirmed our commitment to ISO 27001 by successfully transitioning to the updated standard, and completing the required audits and certification. This ensures that our information security management system remains effective, relevant, and fully aligned with the best global practices.

Alongside this, we reviewed and updated processes across the business to better align with LIMS, our internal management system. This included improvements such as our new travel booking tool and policies, designed to make compliance and coordination easier for everyone.

## Project delivery playbooks

Playbooks are instructional documents developed to guide specialists through Linesight's core service areas, providing clear, consistent direction on how we deliver work to the highest standard. They support quality, efficiency, and alignment by outlining best practices, key processes, and practical steps tailored to each discipline.

In 2024, we published four Playbooks, covering Supply Chain and Procurement, Project Management, Cost Management, and Project Controls. These resources are already helping teams work more effectively across regions and roles.

## Digital transformation

Over the past year, we have enhanced our use of dashboards and scorecards to bring greater visibility and alignment across the business. These tools offer real-time insights at both project and enterprise levels, helping teams make data-driven decisions. By improving access to key performance data, we are supporting more agile, efficient operations across our global teams.

To further support these efforts, we introduced the role of Vice President of Business Digital Transformation. This position will drive initiatives to enhance our digital capabilities and ensure greater alignment across the organization.

These improvements are part of our broader effort to build connected, intelligent systems that empower our people and strengthen how we work at every level of the organization.





## Data security

Protecting the confidentiality, integrity, and availability of our systems and information remains a top priority. We continue to build on the strong foundations established in recent years by maintaining robust data security practices and updating key processes to align with evolving standards.

A core part of our approach is the dedicated information security risk register, which is regularly reviewed and updated. Risks are assessed based on their potential impact to Linesight's data and systems, using defined criteria that evaluate business impact, likelihood, and the appropriate response. This structured framework allows us to identify, prioritize, and mitigate risks proactively, helping ensuring our digital environment remains secure and resilient as we grow.

## Risk management

Risk management is embedded in how we operate, with processes in place to ensure risks are identified, communicated, and mitigated at every level of the business. Risks are regularly highlighted and discussed across teams, ensuring awareness and accountability throughout the organization. Across each region, risks are reviewed monthly, with formal processes to monitor trends, implement mitigation measures, and escalate issues to the Executive Committee as needed. This structured approach helps us stay proactive, resilient, and aligned with our strategic goals.

## Health and safety

At Linesight, safety is something we take very seriously. Our 'Safety First' approach ensures that we continuously put safety at the heart of everything we do.

This approach is built on three key principles:

**EMPOWER** – We empower our people to challenge behavior and speak up about potential risks

**OWN** – We are all responsible for our own safety and the safety of others

**ACT** – We promote a culture of action. We encourage our people to contribute ideas for safer practices and to challenge unsafe behavior or risks



This culture is reflected in how we approach physical safety across our projects. We apply our Safety First principles through workplace assessments, Gemba Safety Walks, OSHA and Safe Pass compliance, and well-being tools that support daily check-ins, safety awareness, and team connection. These efforts help us maintain safe, supportive environments, where our people and partners can do their best work.

As part of our commitment to safety, continuous learning, and operational excellence, we've developed the Safety Pocketbook, a practical, easy-to-use guide designed for anyone who will set foot on a construction site. It outlines what

a safe site should look like, covering everything from PPE and access protocols, to site layout and hazard awareness. This initiative reflects our belief that safety isn't just a policy, it's a shared responsibility. By equipping a broad audience with clear expectations and standards, we're fostering a culture of accountability, collaboration, and care across every project we deliver.

Looking ahead, we're focused on developing a comprehensive Safety Management Playbook, an instructional guide tailored for safety professionals on effectively managing construction site safety. In parallel, we'll continue to develop tools and processes to drive and enhance our safety culture.





## Responsible business practices

We are deeply committed to maintaining a culture grounded in integrity, transparency, and accountability. Over the past year, we have continued to strengthen our governance framework by advancing internal programs, reinforcing key policies, and keeping pace with regulatory changes across all regions where we operate.

Our zero-tolerance approach to corruption and bribery is backed by regular internal audits and mandatory training for all employees. We take a proactive stance in promoting ethical practices and ensuring that our teams understand their responsibilities.

As part of our ongoing effort to address human rights risks, we have reaffirmed our commitment to identifying and

mitigating modern slavery within our operations and supply chain. Building on the progress outlined in last year's report, we updated our Modern Slavery Policy in 2024 to offer clearer guidance and strengthen awareness across the organization.

We also remain committed to fostering a workplace where employees feel safe to speak up. We do not tolerate retaliation against individuals who raise concerns in good faith. We encourage open communication, ensuring easy access to senior management and the Executive Committee. In addition, we facilitate an anonymous reporting hotline, clearly accessible through our intranet site, offering a confidential way for employees to report concerns. These efforts reflect our dedication to doing what is right, building trust, and creating a respectful and transparent work environment for all.

## Inclusive decision-making

We believe that strong decisions are shaped by broad input and open dialogue. Employees across the organization have regular opportunities to engage directly with the Executive Committee through quarterly town halls at both global and regional levels. These sessions provide a clear view of our strategy and direction, while encouraging two-way communication that keeps everyone informed and involved. In developing our renewed two-year Strategic Business Plan (SBP), we actively sought feedback from employees and managers at all levels, ensuring the final plan reflects voices from across the business. This approach strengthens alignment, and reinforces our commitment to shared ownership and transparency.





05

# ENVIRONMENTAL IMPACT



# Environmental impact

## Constructing a legacy of long-term impact

This year marked meaningful progress in how we understand and manage our environmental impact. We began by improving the way we collect and analyze data across emissions, water use, and waste. These enhancements gave us deeper insight and allowed us to expand our Scope 3 emissions reporting. Our initial focus was on purchased goods and services, business travel, and employee commuting. As we gathered more detailed information, we saw the opportunity to break purchased goods and services into clearer categories. We now report separately on capital goods, fuel and energy-related activities, and waste generated in operations.

This evolution reflects our shift from general, spend-based estimates to more accurate, activity-based reporting, that helps us make better-informed decisions. Building on that momentum, we submitted our science-based emissions reduction target to the Science Based

Targets initiative for validation. We look forward to sharing more about this in our next report.

We also continued to participate in leading sustainability assessments, submitting annual disclosures to both CDP and EcoVadis. The process has already helped us identify new opportunities for improvement and sharpen our focus on the work still ahead. These efforts reflect our ongoing commitment to accountability, progress, and taking real steps toward long-term environmental responsibility.

**CDP and  
EcoVadis  
annual  
reporting**

**Submitted  
our SBTi  
near-term  
target**

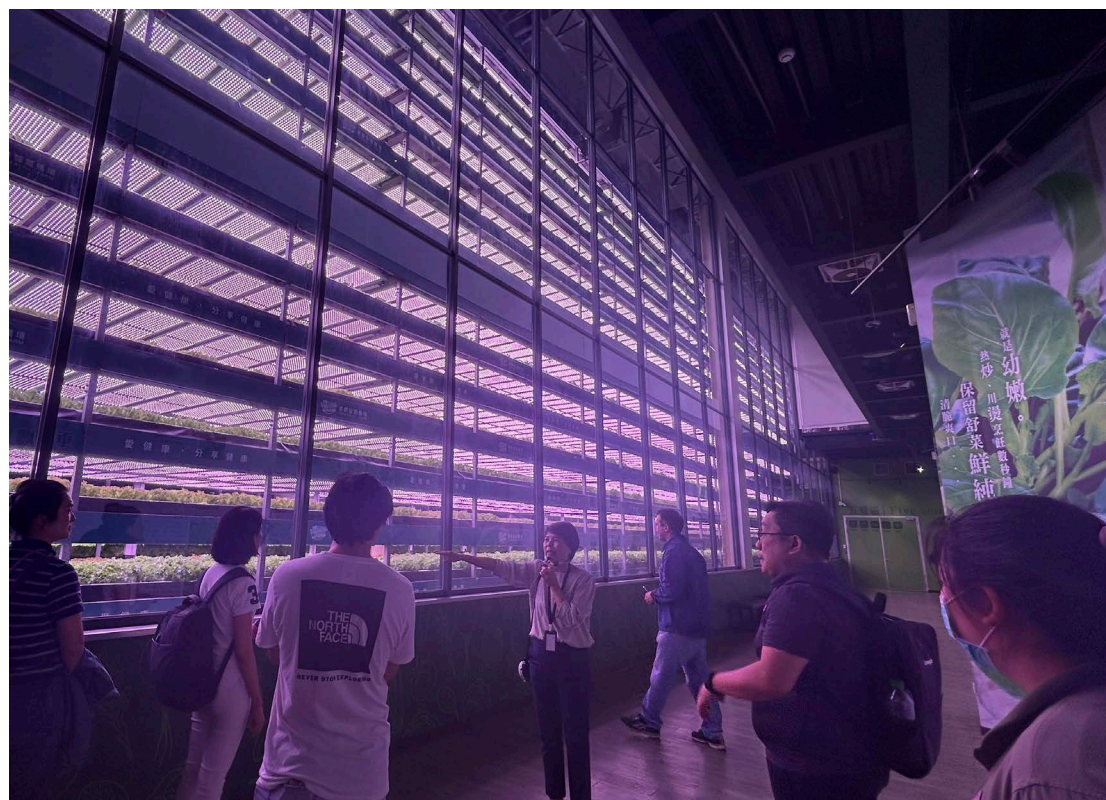




## Turning commitment into action

Last year, we committed to covering 100 percent of our Scope 2 electricity use with Renewable Energy Certificates, or RECs, and this year we have delivered on that promise. An REC represents one megawatt-hour of electricity generated from a renewable source and added to the grid, allowing organizations to account for the environmental impact of their electricity consumption. At Linesight, we have chosen to go beyond basic compliance by ensuring our RECs are certified and, wherever possible, sourced locally to the country where the energy is used. While we currently do not procure RECs associated with biofuels or biodiesel, we are closely monitoring upcoming guidance and will revisit this as criteria evolve. RECs are one part of our broader environmental strategy, a practical tool among several that help us reduce our emissions footprint and support responsible, future-focused action.

*Our team explored YESHEALTH iFarm, Taiwan's first smart farm, where zero-waste methods and innovative technology are transforming how fresh, sustainable food is grown.*



BRONZE | Top 35%

ecovadis

Sustainability Rating

APR 2025

## EcoVadis score

We are proud to have earned a bronze medal from EcoVadis in just our second year of reporting. This recognition highlights the progress we have made on our sustainability journey and marks an exciting step forward. It is not only a milestone but also a sign of what is possible, as we continue to strengthen our environmental and social performance across the business.



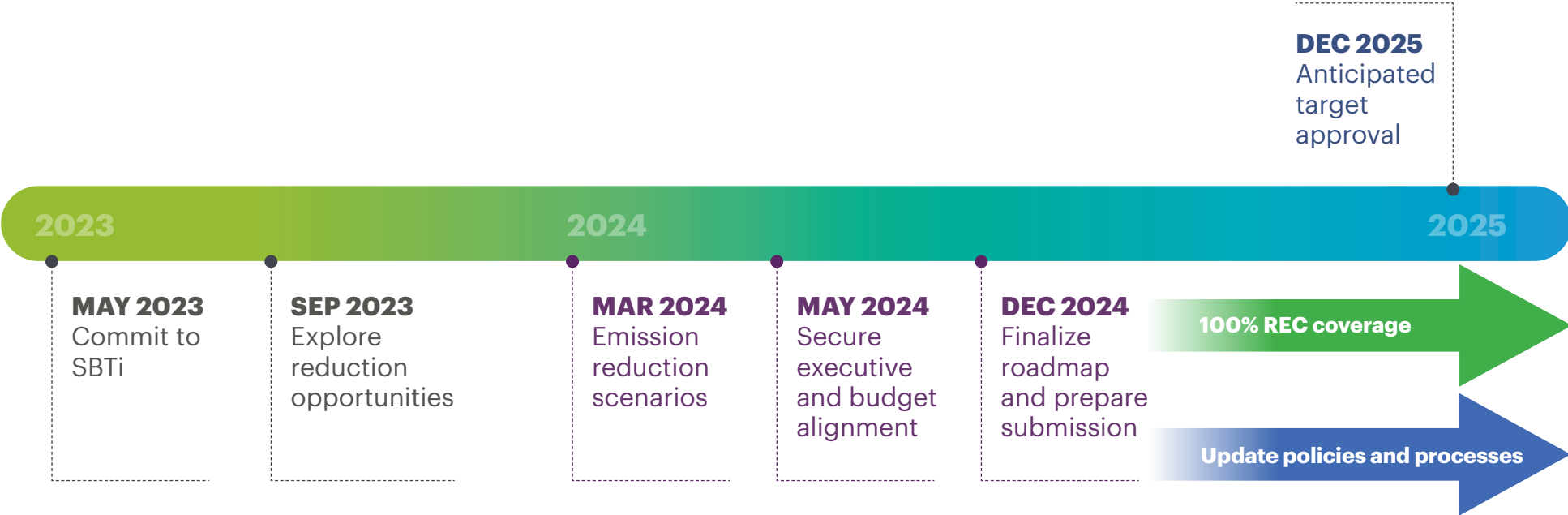
## Business travel

Prior to increasing the availability of activity data, business travel accounted for 39 percent of our total emissions in 2023, making it a key area of focus. We have introduced new tools and processes to improve how we track and analyze travel-related emissions, giving us a clearer view of our impact. As more detailed measurement methods, such as distance-based tracking, become available through our systems, we will be better positioned to identify trends and make informed decisions. These advancements are creating valuable opportunities to enhance how we manage travel and reduce emissions over time.



## Emissions reduction strategy

We have submitted our emissions reduction target to the Science Based Targets initiative for validation, but we are not waiting for approval to begin making progress. Starting in 2024, we covered 100 percent of our Scope 2 electricity use with Renewable Energy Certificates, and we are updating our internal policies and processes to ensure that any future reductions are based on accurate, credible data. In parallel, we have identified key emissions hot spots and are already taking steps to address them, laying the groundwork for meaningful, measurable impact ahead of formal target validation.





“Driven by our commitment to lead by example, we are proud to see a reduction in environmental impact per employee. Through focused data, science-based strategies, and targeted efforts on key emission hot spots, we’re making meaningful progress toward a more sustainable future.”

– Danielle Hurley,  
Global Sustainability Program Lead

### Emissions

Pending limited assurance to ISO 14064-3	2023	2024
SCOPE 1 (Natural gas)	42	47
SCOPE 2 – Location-based (Not accounting for RECs)	160	185
SCOPE 2 – Market-based (Accounting for RECs)	160	0
SCOPE 3 – Category 1 (Purchased goods and services)	3217	3400
SCOPE 3 – Category 2 (Capital goods such as laptops)	10	13
SCOPE 3 – Category 3 (Fuel used to transport electricity)	5	6
SCOPE 3 – Category 5 (Waste generated)	75	85
SCOPE 3 – Category 6 (Business travel)	1512	1685
SCOPE 3 – Category 7 (Employee commuting)	851	1004
TOTAL EMISSIONS (tCO2e, location-based)	5872	6425
TOTAL INTENSITY (tCO2e per employee, location-based)	4.19	3.97

We are proud of the progress made this year in strengthening how we measure and manage our environmental impact. With better data, clearer reporting, and meaningful action already underway, we are building a stronger foundation for long-term results. Our commitment remains firm, as we continue to take responsible steps toward a more sustainable future.



# Executive Committee

Our Executive Committee provides strategic oversight, and ensures that corporate responsibility remains central to how we operate and grow. Many of its members also serve on our Corporate Responsibility Subcommittee, bringing a shared focus on continuous improvement and long-term impact. Through regular engagement, they help connect our corporate responsibility priorities with broader business goals, resulting in alignment, accountability, and meaningful progress.




**Paul Boylan**  
Chief Executive Officer




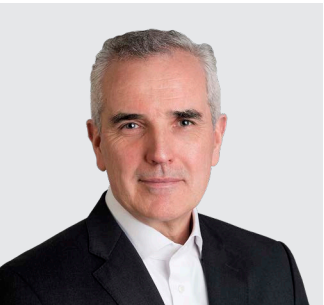
**John Butler**  
Managing Director of Asia Pacific




**Jane Cassidy**   
Group General Counsel




**Steven Cooke**   
Group Director of Strategic Growth




**Tom Dempsey**   
Group Chief Operating Officer



**Heather Dooley**   
Non-Executive Director



**Fiona D'Arcy**   
Non-Executive Director



**John Doherty**  
Group Chief Information Officer



**Richard Joyce**  
Managing Director of Europe




**Jenny Malloy**  
Group Head of Transformation




**Brian Mattson**  
Non-Executive Director




**Niamh Moore**   
Group Chief Marketing Officer



**Anne Rush**   
Chief People Officer



**Patrick Ryan**   
Executive Vice President of the Americas



**John Williamson**  
Chief Financial Officer

 Corporate Responsibility Subcommittee member



# 2024 Global Report Initiative (GRI) content index

Linesight has reported the information cited in this GRI content index for the 2024 period with reference to the GRI Standards.

SDG referenced	GRI standard referenced	Description	Location
    		Sustainable client projects	Page 23, 24
		Renewable energy target	Page 30
 		Inclusive and responsive decision making	Page 27
	GRI 2-1	Organizational details	Page 34
	GRI 2-2	Entities included in the organization’s sustainability reporting	Page 34
	GRI 2-3	Reporting period, frequency and contact point	Page 34
	GRI 2-6	Activities, value chain and other business relationships	Page 4, 5
	GRI 2-7	Employees	Page 11, 12
	GRI 2-9	Governance structure and composition	Page 12, 33
	GRI 2-14	Role of the highest governance body in sustainability reporting	Page 33
	GRI 2-22	Statement on sustainable development strategy	Page 4, 5
	GRI 2-23	Policy commitments	Page 27
	GRI 2-26	Mechanisms for seeking advice and raising concerns	Page 27
	GRI 205	Anti-corruption	Page 27
	GRI 305	Emissions	Page 32
	GRI 404	Training and education	Page 19, 20
	GRI 405	Diversity and equal opportunity	Page 12
	GRI 408	Child Labor	Page 27
	GRI 409	Forced or Compulsory Labor	Page 27

This report includes all global entities operating as Linesight, covering the period from May 1, 2024 to April 30, 2025, with emissions data aligned to the calendar year. The different reporting periods allow for a more accurate reflection of material changes, especially in qualitative data. Linesight is a private company with offices in 21 countries, and headquartered in Dublin, Ireland. The report is published annually, with this edition released on May 29, 2025. Emissions figures will be updated on page 32 once assurance is received. For further information, contact **Danielle Hurley**.





**CONTACT DETAILS**

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Global Sustainability Program Lead

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