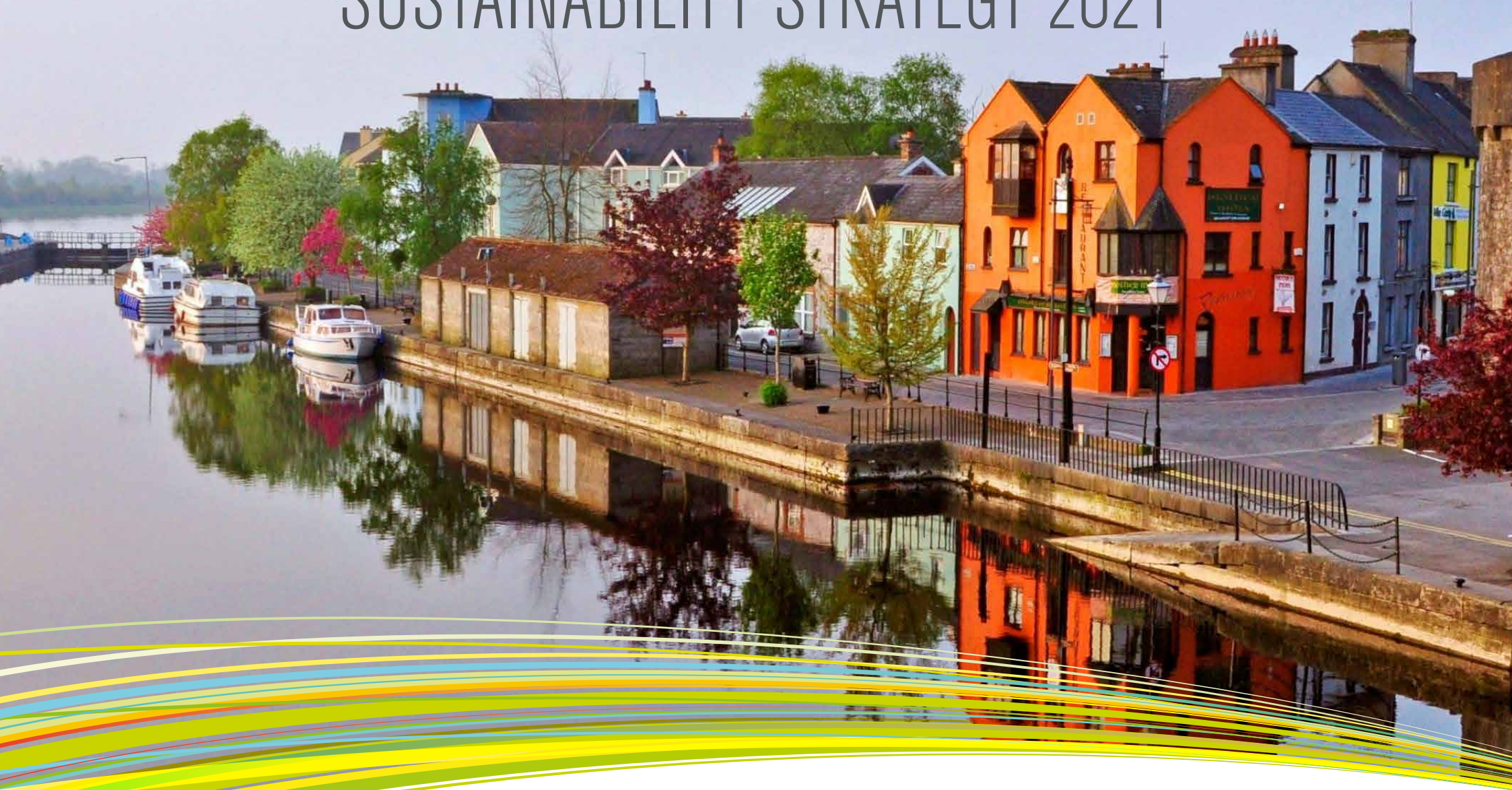


# SUSTAINABILITY STRATEGY 2021



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# A MESSAGE FROM SIRO CEO JOHN KEANEY



## Welcome

As we emerge from a global pandemic, it's clear COVID-19 has changed each of us in some way. The pandemic has brought both a reflection and a reset on how we live. It forced us all to consider what matters in our lives. For most, this can be framed around people and place. Our family, our friends and our communities and ensuring their

wellbeing and welfare now and into the future have all come into focus. Such wellbeing and welfare, and over the longer-term, can only be achieved through more sustainable living and proactive responses to nurture our communities and our planet.

SIRO is delighted to publish its first Sustainability Strategy. Our strategy is the culmination of several years' work and a company-wide effort to arrive at this point. This strategy details both the actions and initiatives we have undertaken to date to become a more sustainable company, but also looks at those which we are working to achieve. It marks our statement of intent to continue to build upon this work and to strive to meet the targets we have set ourselves. Next year we will report on progress made in achieving the targets we have set out herein.

In rolling out a cleaner 100% fibre broadband network, SIRO is fostering the economic development of towns and communities across Ireland. But as

important, we are also facilitating access to a more environmentally friendly network - more energy efficient and less carbon polluting, than traditional copper networks. This puts a powerful tool in the hands of communities to drive sustainability such as through remote working and reducing commuting; allowing local enterprises to flourish; or enabling increased access to education and public services. These all point to the impact of and potential of high-quality broadband to drive connectivity and more sustainable ways of living and working in Ireland.

Equally, within SIRO itself we are focused on embedding sustainable practices and responsible investment decisions and actions in everything we do in our business. As you will read across our strategy this spans a wide range of initiatives from our environmental and climate change actions such as switching to EVs or waste management, to social and community activities like gender balance,

diversity and inclusion or company ethics and governance including codes of conduct and ethical sourcing of goods and services. We also work with our contractors and suppliers to support their sustainability objectives.

Overall, our strategy is aligned to the UN Sustainable Development Goals, with SIRO becoming a signatory of UN Global Compact in February 2021. At SIRO, our role in serving communities and our success as a business has always been linked to the progress of our people, communities and businesses we serve. With this to the fore we will continue to expand the ways in which we grow as a profitable and purposeful company committed to creating sustainable and thriving communities.

A handwritten signature in blue ink, appearing to read 'John Keane'.

JOHN KEANEY  
CEO SIRO



# EXECUTIVE SUMMARY

This report sets out **SIRO's sustainability approach**, which commenced in 2018, and continues to develop and evolve.

It highlights from conception **the immense efforts and steps that have been undertaken to see that the company aligns its business operations to sustainability** – safeguard the environment, benefit society, respect its people and advance a business that enhances the economic and social development of Ireland.

**SIRO's sustainability strategy adopts the ESG model of sustainability.**

Since 2018, we have ensured that we record progress in various spheres under ESG – Environment, Social and Governance pillars.

For us, **the first step was to carry out a materiality assessment** to prioritise the material issues most relevant to us. We understand that both at a national and international level there are many issues such as protecting our environment, arresting climate change, promoting equality and diversity and championing marginalised groups in

society which matter to us but also which we have a responsibility to lead on. We also realise that an incremental approach is required, and as such, **we have focused initially on areas we can have the greatest impact on, to become a more sustainable business.**

We have highlighted **energy efficiency, decarbonising assets, waste and recycling, biodiversity and water management** as the key areas for our sustainability strategy.

Our first area of focus was reducing SIRO's emissions to align with the objectives of the Paris Climate Agreement. A key part of this reduction programme is **switching our current diesel fleet to a fully electric one.** The latter will be achieved by end 2022 and will significantly reduce company emissions. We are also undertaking additional initiatives to reduce our emissions further.

Following the need to switch to remote working in March 2020 due to the Covid-19 pandemic, **we were able to reduce our office-based employee**

**commute to work to around 1% of the previous year's emissions.** Post-pandemic, we will maintain a hybrid work model, with attendance at the office required for only two out of five working days, further reducing carbon emissions and promoting more sustainable living.

To achieve greater energy efficiency, **we have changed all lightings at our offices to sustainable light fittings** and for our PoP site facilities we will trial the installation of solar panels and are committed to greening these spaces.

**Our waste management and recycling actions has seen us achieve up to 20% reduction on general/mixed waste sent to landfill.**

As a business we recognise the immeasurable value of our people, who, each day work to drive forward the roll-out of our sustainable fibre broadband network across Ireland.

We place a strong emphasis on social and community initiatives within our workplace and beyond. **We have increased investments in our human resource supports and strive to ensure that our workplace is welcoming, tolerant, diverse, open and inclusive to all.** Our Diversity, Equity and Inclusion (DEI) initiatives span across the entire employee experience lifecycle.

We ensure that we continue to be an equal opportunities employer. This year, with external expert support, we have undertaken additional initiatives to drive inclusivity in our workplace. This has included organising **disability awareness training** for colleagues and rolling out our new reasonable accommodation passport to ensure that people with disability can carry out their duties seamlessly at SIRO.

# EXECUTIVE SUMMARY CONTINUED

We also work to increase employee racial and ethnic representation and to **show our support for the LGBTI+ community**, we undertake PRIDE events to educate employees and raise greater awareness of the community and its history. This includes all-company interactive learning on promoting inclusivity and diversity in all facets of our lives. Gender equality is a priority for SIRO. To this end, our total female representation has seen a 60% increase over three years up to 34% from 21% in 2018.

As a company rolling out a significantly more sustainable fibre broadband network than what has been previously here in Ireland,

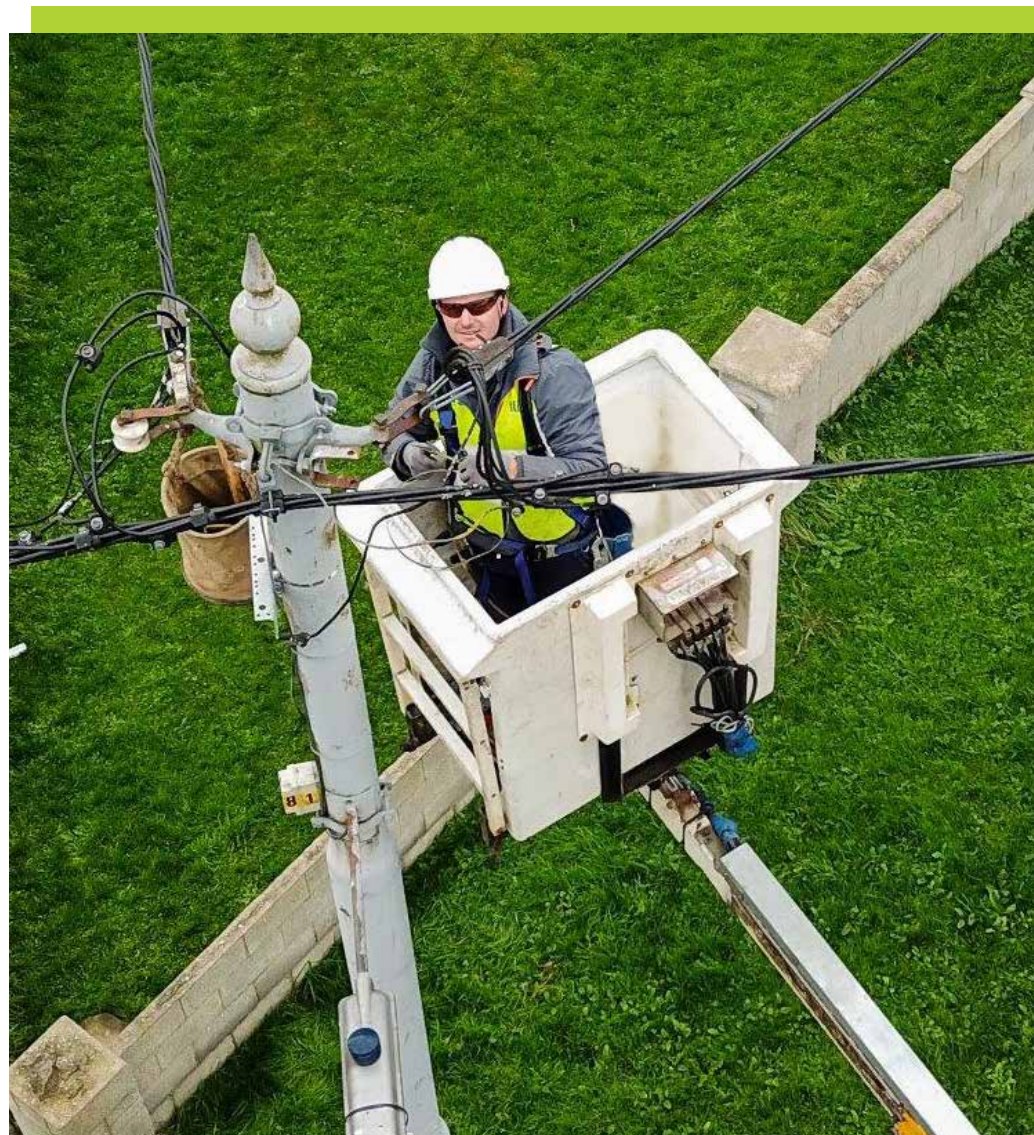
**we are also focused on creating a network that is future proofed for decades to come**

and continues to promote balanced development.

Our stakeholders are key to our continuous growth and **we invest time and resources in our stakeholder partnerships and engagements**, including supporting them adapt sustainability practices in their own businesses.

As a signatory of the United Nations Global Compact, we are committed to meeting our obligations under the Compact, by upholding the highest business ethics, by working against corruption, supporting human rights and promoting responsible labour.

We are proud of what our company has achieved to date in both becoming more sustainable and in embedding a culture which seeks to protect people and planet and **we are striving to continue to meet and exceed our obligations into the future.**





# INTRODUCTION

## Our Sustainability Journey & Principles

**SIRO was launched in 2015** as a joint venture company between ESB and Vodafone **with an objective to deliver 100% fibre-to-the-building broadband network**. With speeds of up to 1 Gigabit per second, SIRO propels Ireland into the ranks of the world's fastest broadband countries, allowing homes and businesses enjoy enhanced connectivity and benefit from the opportunities which arise from digital technologies.

In 2018 we began to lay the foundations for today's comprehensive sustainability strategy.

Our ambition is to become Ireland's most sustainable telecommunications company.

Since then, we have continued to embed sustainable practices and responsible investment decisions in our business operations.

Guiding this journey are the following core principles:

- SIRO is focused on **building a digitally connected Ireland with full fibre access**.
- We are a company committed to our customers and their wider communities, underpinned by profitable and purposeful growth.
- **This commitment includes being a responsible corporate citizen** in our dealings with customers, communities, suppliers, employees and wider society.
- We endeavour to ensure our business practices have **positive impacts on the community and our environment**.
- This includes striving for the **highest standards of corporate conduct, ethical behaviour and compliance** not just of ourselves as a company,

but also from our supply chains and clients.

**In February 2021 we signed up to the United Nations Global Compact (UNGC)**. We have pledged to operate responsibly in line with the UNGC's 10 principles for business. We will also report annually on our progress with our first sustainability report to be published in February 2022.



# SIRO: Key Sustainability Highlights

## Our network



Building Ireland's first  
**100% fibre network**  
the most sustainable broadband network



**400,000 premises**  
passed in regional Ireland August 2021



**64 towns & cities**  
across Ireland can access  
SIRO fibre broadband



**9,009km of fibre laid**  
distance from Cork to Mexico City, August 2021

## Our company



Signed up to  
**UN Global Compact & WEP**  
(Women Empowerment Principles) in 2021



**20% reduction**  
on mixed and general waste - targeting zero  
waste to landfill by 2030



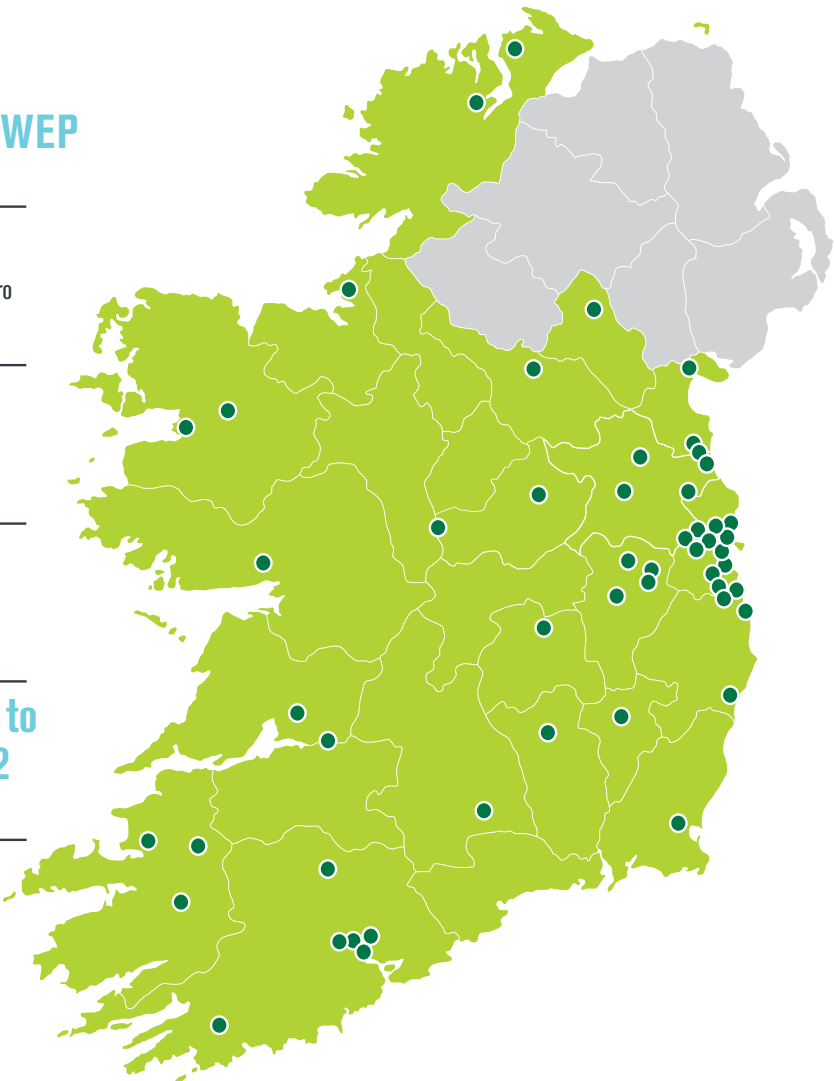
**Increased female  
representation**  
on the leadership team to 67%



**34% total female  
representation**  
from 21% in 2018



**Transitioning full fleet to  
EVs by the end of 2022**  
reducing carbon emissions by 53%



# Sustainable Development Goals in Action



In 2015, the United Nations General Assembly agreed the Sustainable Development Goals to be achieved by 2030.

**These goals are focused on solving the world's sustainability problems such as ending poverty, reducing hunger, environmental protection and improving lives.**

The 17 United Nations Sustainable Development Goals (UN SDGs) and their targets are, in addition to the UNGC principles, the key guiding principles of SIRO's sustainability strategy.

**SIRO have prioritised five goals that we believe we can make the most impact in, either through our telecommunications network, our work practices, or our philanthropic activities.**

**These five SDGs are as follows:**

- SDG 5: Gender equality,
- SDG 8: Decent work and economic growth,
- SDG 9: Industry, innovation and infrastructure,
- SDG 12: Responsible consumption and production,
- SDG 13: Climate action.



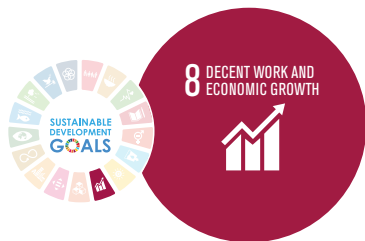


## We empower women and girls by creating access to jobs and providing role models for girls.

### Our Contribution to SDG 5

- We have improved our women's representation in the workforce. Our leadership team is 67% women and wider management team is 39%.
  - Our overall representation of women has increased from 21% in 2018 to 34% at time of reporting.
  - We work with women where possible in our supply chain.
  - We provide equitable caregiver leave and top up maternity and paternity to full salary.
  - We encourage male employees to take their full paternity leave.
  - We have a formal commitment to the Women's Empowerment Principles.
  - Carry out volunteer work on STEM to encourage greater female participation in the sector.
- SIRO provides mentoring and development to women at all levels recognising the value of creating allies.
  - We rolled out bias training for recruitment and performance management in 2021.





## SIRO provides productive and decent work directly to our employees and indirectly to many third party contractors.

### Our Contribution to SDG 8

- We have created significant direct and indirect employment and pay a living wage.
- Through building in areas poorly served by broadband, we benefit local businesses and community groups.
- We have revitalised communities through broadband initiatives, in particular local enterprise through our Gigabit Hubs Initiative, with Vodafone.
- We ask all suppliers to sign up to a code of ethical supply.
- We have established programmes to create opportunities for people with disabilities and have run disability awareness training and introduced reasonable accommodation passports into our workplace.
- By creating apprenticeship and work experience opportunities we are creating pathways to well-paid work.







Our broadband infrastructure creates greater opportunities for people to choose a way of living and working that suits them.

### Our Contribution to SDG 9

- By accessing the ESB network, we use an existing infrastructure to roll out our innovative product.
- Our business strategy is to bring fibre to underserved communities, our superfast broadband has supported businesses in these communities, many through the 16 SIRO-Vodafone Gigabit Hubs.
- Our fibre network is future-proofed and built to last for a longer life span than traditional networks.
- New fibre technologies do not require alteration of the existing optical distribution network, to accommodate upgrades to higher capacity (to 10 Gigabits and beyond).







## SIRO's waste programme works to reduce and recycle waste.

### Our Contribution to SDG 12

- Our design, construction and operation of the SIRO national broadband fibre roll-out is on existing ESN (ESB Networks) infrastructure.
- We are committed to responsibly using resources and acknowledge the opportunities of the Circular Economy as highly beneficial for business, environment, and society.
- We monitor supplier impact on resource consumption (i.e. waste), we work with our suppliers to ensure as much waste is recycled as possible and promote reduction of packaging on raw materials.
- Our fibre network consumes much less electricity, up to 17 times less than copper (according to research<sup>4,5</sup>). Fibre networks also produce 88% less carbon emissions according to one German study.<sup>6</sup>



<sup>4</sup><https://www.telefonica.com/en/web/press-office/-/telefonica-will-shut-down-one-copper-switchboard-a-day-until-2020>

<sup>5</sup><https://www.lightreading.com/ethernet-ip/new-ip/verizon-saves-60--swapping-copper-for-fiber/d/d-id/715826>

<sup>6</sup><https://brekoverband.de/gutachten-nachhaltigkeitsvergleich-von-ffth-und-fttc>



SIRO is working to reduce the amount of energy we use to run our business, through promoting the most efficient use of resources.

### Our Contribution to SDG 13

- We monitor energy usage and constantly explore options to reduce consumption.
- By the end of 2021 we will replace 62 % of our fleet with Electric Vehicles and have a full EV fleet by end of 2022.
- We have adopted a hybrid work model, thereby reducing the emissions generated through commuting. We expect people to attend the office circa 40% of the time.
- We have reduced the number of car parking spaces and are exploring a ride share scheme.
- We are examining the feasibility of using solar power for PoP sites and introducing biodiversity initiatives in our PoP sites.







# ENVIRONMENTAL PERFORMANCE & SUSTAINABILITY

We are proud that our 100% FTTH (Fibre to the Home) network, with no copper at any point, makes it significantly more energy efficient (by up to 60% and emitting less carbon emissions (over 80% less) than traditional copper or cable broadband networks). Building on a circular philosophy, we operate on an existing ESB infrastructure meaning less building waste.

Building on this, it is still our ambition to improve our work practices so that they leave very minimal to zero impact on the environment. We have advanced work on our GHG (Green House Gas) reduction plan focusing on energy efficiency measures across our facilities. In 2021 we focused on waste reduction, and climate action in particular our scope 1 and scope 2 emissions.





# Decarbonising Our Assets

Mounting evidence shows the urgent need for businesses to double up efforts to drastically reduce their carbon emissions. In December 2020 we started work on mapping our carbon footprint – we identified 2019 as a base year and have been tracking our CO<sub>2</sub>e from that date. This helps us set and track targets for reductions.

Initial focus has been on Scope 1 and Scope 2 emissions. Our Scope 1 emissions are mostly those arising from fuel consumption of our fleet vehicles

and our Scope 2 emissions are indirect emissions from power consumption through purchased grid electricity in our office and Pop Cabin infrastructure.

Our Scope 3 emissions remain a focal point for the period ahead and we are currently in the process of a mapping and tracking process to establish a baseline for Scope 3 emissions. This requires an intensive evaluation of our supply chain which is currently underway.

	2018	2019	2020
Diesel consumption (L)		76,531	141,113
Travel distance (km)		1,656,572	1,490,512
Scope 1 emissions (tCO <sub>2</sub> e)		175	373
Office energy use (kWh)	70,647	60,076	49,641
PoP cabins (kWh)	902,415	1,142,286	1,283,094
Total purchased energy (kWh)	973,062	1,202,362	1,332,735
Scope 2 emissions (tCO <sub>2</sub> e)	316	391	433
Total Scope 1 & 2 emissions (tCO <sub>2</sub> e)	316	566	806

## Electric Vehicles (EVs)

When we launched our ESG plan in 2020, we identified our fleet as one of our biggest drivers of emissions. In response, we developed a plan to transition to an electric fleet. Initially we carried out analysis on distances travelled, and we researched the alternatives available for commercial vehicles on the market. We also surveyed our employees to understand their attitudes towards such a transition.

In January 2021, the Government announced that all new petrol and diesel cars will be banned from Irish roads from 2030 as part of the of the Climate Action Bill.

During 2021, we began this process, and will have transitioned 62% of our fleet by the end of 2021.

The remaining vehicles will transition by end of 2022. This has the potential to reduce our direct emissions by up to 53% when we fully transition.

## Energy Efficiency

From an initial analysis of energy use, we discovered that our office building space is the single biggest energy consumer. In December 2020 we replaced all fluorescent fittings with LED fittings and put in place sustainable lighting measures such as dimmer switches and motion sensors to extinguish lamps when not in use. This provides a cost and energy savings of 60%.

As our network grows, our PoP cabin infrastructure will grow and we are currently undertaking a feasibility study for the use of solar panels to offset energy consumption. As a relatively new business, we are confident that our equipment is energy efficient. However, we will continue to seek opportunities to improve efficiency where possible.

## Employee Commuting

In 2019 we undertook an environmental survey to measure commuting distances. At the time we established that SIRO

colleagues travel an average of 58km daily to their place of work, varying across office and field colleagues. We analysed that if every respondent who drove to work worked from home one day a week, they would save 0.67 tCO<sub>2</sub>e a year, around 5% of their average yearly emissions.

We couldn't have foreseen the transition to home working as a result of the Covid-19 pandemic. As we now plan to return to a hybrid work model, we will continue to measure and set target for reducing commuting emissions.

### Biodiversity

SIRO is seeking ways to contribute to Ireland's biodiversity. We have signed up to the All-Ireland Pollinator plan and commit to introducing at least one biodiversity action this year. We are currently looking at options to introduce bee hotels, nest boxes and or hanging flower and herb baskets at some of our PoP sites. We are also reviewing the feasibility of green roofs.

SIRO has partnered with GIY, Grow it Yourself to deliver an internal education programme aimed at food sustainability and wellness. Their objective is to provide insight into where our food comes from, suggesting daily sustainability practices that reduce food-based carbon

emissions, and ideas for supporting biodiversity from our own homes and in our workplaces.

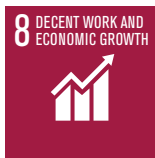
### Waste and Recycling

We are committed to reducing our waste to landfill. Currently, we have attained a 20% reduction on mixed and general waste with a target of zero to landfill waste by 2030. Recycling at SIRO has increased significantly, and we have begun engagements with suppliers to examine sustainable packaging to further reduce waste.

### Water Management

Although we do not consume water intensively, we undertake regular audits to see how we can improve water consumption at our office complex. We also ensure that our construction activities do not tamper with public water bodies and the water supply. To commemorate World Water Day on 22nd of March 2021, we provided training to employees on water challenges, SDG 6 and proffered ways to use water more sustainably.





# SOCIAL & COMMUNITY ACTIONS

SIRO's social strategy seeks to make a significant and long-term contribution to the positive development of our company, our stakeholders and the wider community.

To increase our gender representation, we developed a strategy that focuses on the areas of resourcing, culture and personal/professional development, we believed that we could make an impact in these areas, choosing to strike a balance between recruitment, providing support and encouragement, while also developing our existing employees.





# Resourcing

## A Strong Employer Brand

High retention has meant that we have built strong succession into our teams and have been able to fill many of our roles internally, as vacancies have arisen. We continue to build succession to ensure we maintain talent pools and use our graduate and recent apprenticeship programmes to target diversity.

## Recruitment

We have implemented changes in our

recruitment practices such as ensuring diverse candidates, measuring our applicant pool and analysing if and where diverse candidates drop out of the process. We have also updated our job specifications to ensure that the language is gender neutral and more recently to highlight our commitment to accessibility provisions.

## Traineeships

We have developed strong graduate

and internship programmes and this year we introduced an apprenticeship programme. It creates other opportunities for SIRO to attract more diverse applicants to our industry.

# Inclusive Culture

## Engagement

During the 6 years of our operation, we have maintained high engagement scores and a consistently low employee turnover rate. We ensure that our employee communications keep people updated on company progress, recognises achievement and provides for employee questions. We run a wellness programme covering topics such as parenting, health and other topics of interest. We support a number of charities each year. Consistently our employees report that flexibility is one of our most greatly valued attributes.

## Internships, Volunteering and STEM Initiatives

We partner with a number of social enterprises to support our DEI initiatives and provide opportunities for volunteering. We volunteer with **Junior**

**Achievement Ireland** delivering content that is complementary to the formal school curriculum while sharing our own work and personal experiences. This has been a learning experience for our volunteers and has fostered strong employee engagement.



We have also volunteered through the **Open Doors Initiative**, providing mentoring to some of their members, raising awareness of more marginalised members of society. This work led to a successful internship programme which was run in 2021.

## DEI STRATEGY

We believe in equality for all. We strive to create a workplace that is diverse and mirrors the customers, community and colleagues that we serve. We encourage, support and celebrate our differences and foster an environment where everyone feels empowered to bring their full authentic selves to work.

### Recsourcing

- Gender neutral job ads
- Employer brand - diversity in promotional materials
- Diverse candidate recruitment
- Apprenticeships & internships
- Workplace flexibility for all supporting people's busy lives

### Inclusive culture

- Celebration (calendar)
- Education - training - unconscious bias, objective decision making
- STEM initiatives - TY programme, junior achievement
- Diversity targets, measurement & reporting
- Fairness of HR processes

### Development

- Conferences
- Mentoring/reverse mentoring employees
- Buddying for younger employees
- Advocate - helping employees to advance
- Stretch assignments

We believe in STEM education and attracting females to work in technology. We have used our partnership with Junior Achievement Ireland to promote STEM to girls at primary and secondary school level. We have also developed a STEM focused transition year work experience week and promoted it through local schools.



Making SIRO a Disability-Friendly Workplace

We work hard to ensure that our company is welcoming for people with disability (PWD) and this year we sought professional advice from **Employers for Change** on ways to achieve this. The consultations were particularly focused on how to ensure that we have reasonable accommodations for interns and employees with diverse disabilities. As a result of this, we introduced a disability passport – this is circulated in the onboarding pack and we will roll

out internally in the coming months. We provided disability awareness training to all colleagues in 2021. We commit to continued campaigns and collaborations to encourage PWD to apply for training, internships or jobs at SIRO.

Cultural Celebrations

SIRO recognises and celebrates the many cultures within our organisation. We have events for Pride, Diwali, Lunar New Year, Eid (to name but a few), and we use the opportunities to educate our colleagues about diverse cultures. In the picture below is the message sent out for Diwali and an Indian colleague presented a small video about how the event is celebrated in India.



Measurement

We have built up our demographic reporting, from an initial simple metric of male: female ratio. We now report by level within the organisation. Through voluntary reporting we have built a picture of our demographics within SIRO and this has helped us plan our DEI strategy.

Through this programme we now know that more than 10% of our colleagues have some kind of disability and this has driven initiatives such as Disability Awareness Training which was run in 2021.

Through the recruitment initiatives outlined we have achieved our overall goal of increasing our female representation and other diversity categories.

PERCENTAGE FEMALE	2018	2019	2020	2021
Board	50%	50%	50%	33%
SLT	25%	50%	50%	67%
Managers	20%	22%	32%	29%
Leadership roles	26%	34%	39%	39%
Total	21%	24%	25%	34%

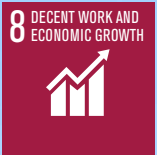
We have also noted an increase in female candidates in our recruitment system and they now account for 31% of candidates.

Finally, we measure unplanned leavers in the year (turnover), this excludes interns, retirees or secondment. Our female turnover has reduced over the years due to measures put in place to retain female employees.

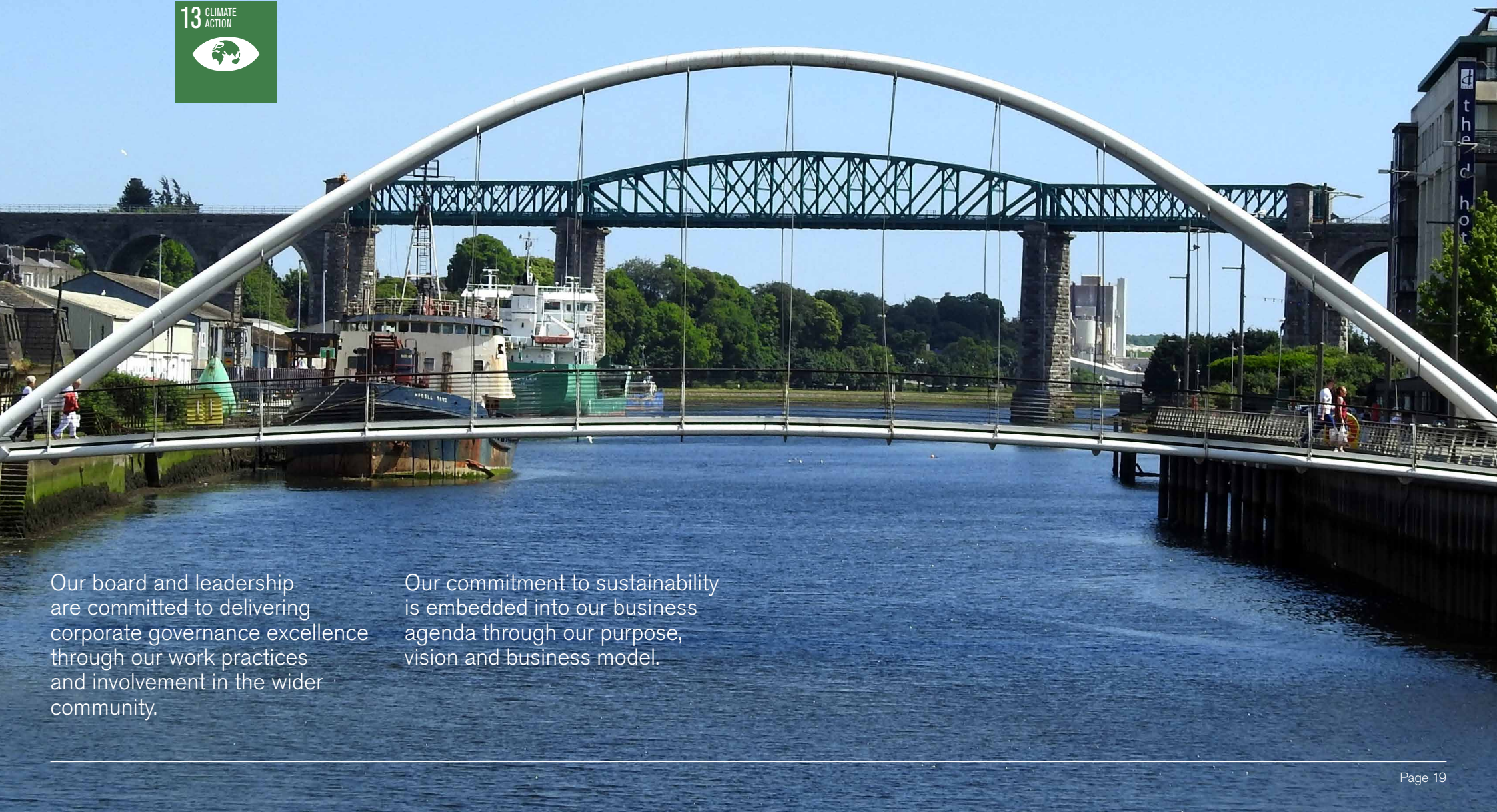
Development

SIRO has invested in its people and recognises the value of developing talent. We have built a strong manager community and have invested in manager development programmes. We continue to invest in technical skills for our employees through further education, access to eLearning platforms and other specialised learning for technical people.





# GOVERNANCE



Our board and leadership are committed to delivering corporate governance excellence through our work practices and involvement in the wider community.

Our commitment to sustainability is embedded into our business agenda through our purpose, vision and business model.



# Stakeholder engagement



We recognise that for successful sustainability and responsibility strategies to exist there must be meaningful stakeholder engagements and partnerships. For this reason, we work with a broad range of stakeholders and interest groups across every touch point of our business to understand,

develop, inform and activate our ESG strategy.

We work with them to communicate our broad purpose and vision, to collaborate with them to achieve this and to secure and maintain their trust in SIRO, including protecting and enhancing our reputation.

## Health & Safety Leader

We operate an extensive Environmental, Health and Safety management system at SIRO and ensure that this is embedded in our business activities. We have strived to maintain ISO 14001 and ISO 45001 certifications since we first began our operations. Due diligence and strict adherence to the guiding principles of these certifications has helped us avoid serious and hazardous incidents.

## Sustainable Procurement

We endeavour to make sure that products and services sourced from third parties adhere to our green procurement policy which favours companies that conduct their businesses sustainably. We also actively engage in several monitoring and assessment exercises to promote vendor compliance to our green policy. We have also developed a supplier questionnaire which we have issued to our suppliers to allow us to evaluate packaging materials and resource use in line with the circular economy model.

## Innovation

As Ireland's first full fibre network we have always promoted innovation in our network and product offering.

Today, we are continuing to innovate and are working to further future proof our broadband with upgrades that make us retain our position as Ireland's most sustainable and innovative broadband network.

These upgrades will ensure that SIRO can meet the demand for expanded bandwidth to accommodate ever increasing data demands as consumers and businesses expand the range of connected devices and services they utilise and offer.

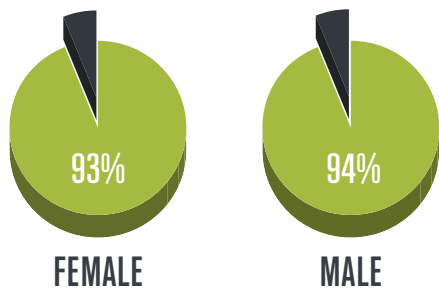
## Gender Pay Report

SIRO aspires to be a leader in gender equality. We have commenced gender pay gap reviews and will monitor this. Our company size means that we do not have to legally report until 2024.



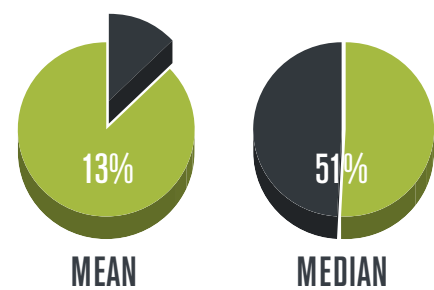
2020

Proportion of male to female employees receiving bonus pay



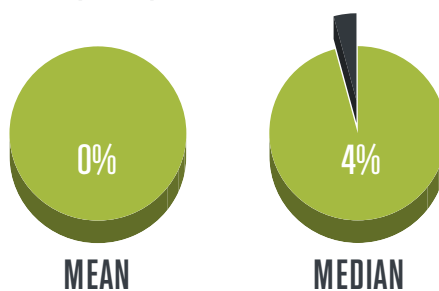
All employees bar interns are offered bonus.

Bonus pay gap

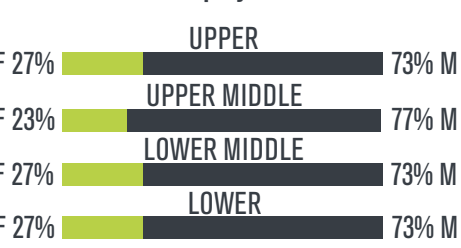


Small changes can make an impact on numbers. Many of our senior specialists are male.

Hourly pay gap



Quartile band proportions - male & female employees



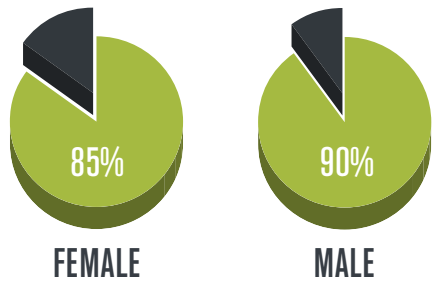
Reliable Business

We pay a market rate and annually review individual salary against what is paid in the market and carry out adjustments to those that fall outside of these salary ranges. To promote

internal fairness, we review salaries within categories to ensure that there are no anomalies within groups and that pay is free from discrimination. We also directly tie pay to performance and our people have an opportunity to share in

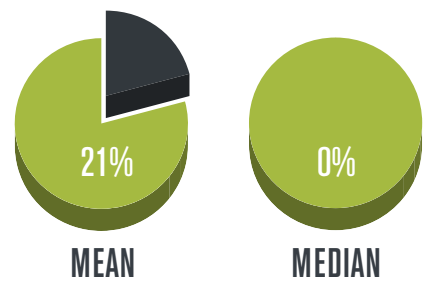
2021

Proportion of male to female employees receiving bonus pay



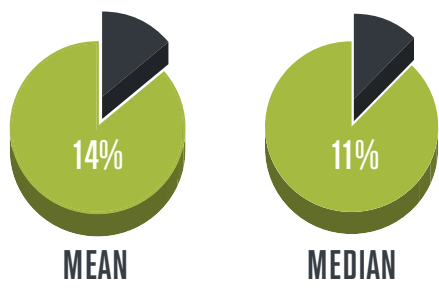
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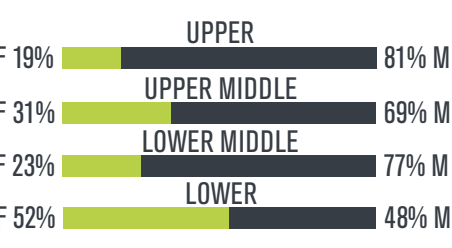


Small changes can make an impact on numbers. Many of our senior specialists are male.

Hourly pay gap



Quartile band proportions - male & female employees



company success and participate in the bonus scheme based on individual and company performance.

We invest in our people and provide the opportunity for them to progress in their field. By providing benefits, we ensure

that people are planning for retirement and are covered in the event of death or disability in service. Our salaries are benchmarked at living wage which is targeted at providing a good standard of living for our people and their families.

For further comments, questions or enquiries related to this report, please contact:

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You could also visit our Sustainability webpage to get the latest updates on our sustainability actions.  
[SIRO.ie/sustainability](http://SIRO.ie/sustainability)

