



The project
delivery
specialists

trust.

2025 ESG Report
Environmental, Social & Governance

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Cover photo by Daphne Wong, Singapore

Vision, Mission & Values

As part of our 2025 *Precision Magnified* Strategy, we undertook a comprehensive refresh of our Vision, Mission and Values to ensure they reflect who we are today and what we aspire to achieve. Through extensive engagement with employees and clients, we explored what matters most to our stakeholders. The resulting Vision, Mission and Values capture both our collective ambition and the essence of our organisation.

Vision

To enable a world where science and technology transform lives.

Mission

Powered by exceptional people, digital technology and innovation, we deliver next generation facilities clients count on and society depends on.

Values



We find
better ways.

We challenge conventions and harness fresh thinking and technology to create smarter, more effective solutions that raise the bar for our industry.



We win
as one.

We combine our strengths, share knowledge and back each other to achieve exceptional results. We listen, learn, and deliver together celebrating our successes along the way.



We act
with agility.

We adapt quickly to changing needs, remove roadblocks and make decisive moves to keep projects on track and opportunities in play.



We own
the outcome.

We take responsibility from start to finish, making decisions we stand by, following through on commitments and delivering on what we promised.



We make every
voice heard.

We create an environment where every person feels safe to contribute, every perspective is valued and diverse ideas shape the best solutions.



CEO Message

I am pleased to introduce PM Group's 2025 ESG Report - a year in which we strengthened the link between responsible business practices and long-term performance. The launch of our new strategy, *Precision Magnified*, reflects our belief that sustainable growth is driven by how we operate and create value for clients and society.

Our 4,000-strong team is central to our success. By prioritising health, safety and wellbeing, we enable strong business outcomes. This was demonstrated in 2025 by record-low DART and TRI rates and 15 million hours worked through our Living Safety™ programme.

Amid a rapidly evolving landscape, our focus remains clear: to uphold our values and strengthen our role as trusted, creative partners to our clients. ESG remains central to how we operate.

Our diverse workforce - representing more than 60 nationalities - continues to drive innovation and ensure that all voices contribute to our progress.

I'm particularly pleased that during 2025 we exceeded our gender diversity goal and achieved 36% female representation across our business. This represents a very strong position in our industry and is the result of focused efforts of our team.

This year saw further progress on our climate commitments, including our SBTi aligned targets to reduce Scope 1, 2 and 3 emissions. Building strong 2030 climate transition plans for all our business units is a top priority for 2026.

Our community programme continues to go from strength to strength. In 2025 we marked the 20 year anniversary of supporting the Sobieradzki orphanage in Poland and the pro bono delivery of a new Contemplation Room at Tallaght Hospital, Ireland. The new room is a space designed to offer peace and comfort for patients, visitors and staff.

As we look ahead, our commitment to people, values, culture and environmental stewardship remains strong. I invite you to explore our 2025 report and join us as we look to enable a world where science and technology transform lives.

Anthony O'Rourke
CEO

2025 Highlights

UN Sustainable Development Goals

Health, Safety & Wellbeing

15m

safe hours delivered

[Read More](#)

300+

nominees for CEO Living Safety™ Awards

[Read More](#)

0.18

TRIR Rate (Total Recordable Incident Rate)

[Read More](#)

0.05

DART Rate (Days away, Restricted or Transferred)

[Read More](#)

UN SDG 03 Good Health & Wellbeing

People

99%

of employees received training

[Read More](#)

36%

of our employees are female

[Read More](#)

82%

of employees agree they can be their authentic selves

[Read More](#)

3,157

Community hours donated

[Read More](#)

UN SDG 04 Quality Education
UN SDG 05 Gender Diversity
UN SDG 10 Reduced Inequalities

Environmental

15%

decrease in business related travel from previous year

[Read More](#)

1.6m

metric tCO₂e carbon savings identified on clients' projects

[Read More](#)

31

Green Building Certification projects in Design & Delivery

[Read More](#)

80%

of our electricity from certified renewable sources

[Read More](#)

UN SDG 12 Responsible Consumption & Production
UN SDG 13 Climate Action
UN SDG 14 Affordable & Clean Energy

Responsible Business & Governance

57%

of employees are shareholders

[Read More](#)

Top 15%

rating for EcoVadis

[Read More](#)

10%

growth in ES services

[Read More](#)

100%

of employees work under ISO 27001 (data security) certification

[Read More](#)

UN SDG 08 Decent Work & Economic Growth
UN SDG 09 Industry, Innovation & Infrastructure

ESG Framework

At PM Group ESG is focused on the areas where we can have the greatest impacts. In 2025, we reviewed our ESG programme to ensure it aligns with our *Precision Magnified* business strategy and meets business, client and CSRD reporting needs.

The projects we deliver for our clients and the incredible teams that deliver them are our top priorities. That's why our ESG strategy reflects the most material topics.

2029 ESG Strategy

Environmental

Accelerating our clients Net-Zero journeys by delivering leading Environment and Sustainability services.

Reducing our Scope 1, 2 and 3 emissions in line with Science Based Targets initiative (SBTi).

Promoting Biodiversity in our operations and projects.

Embedding climate resilience into our business operations and our client services.

Social

Delivering our Living Safety™ commitments to ensure Safe Assets are Delivered Safely, by safe, healthy, motivated people.

Promoting a culture of inclusion where everyone can belong. Continuing to drive female representation.

Providing rewarding careers in great working environments.

Giving back to communities around us.

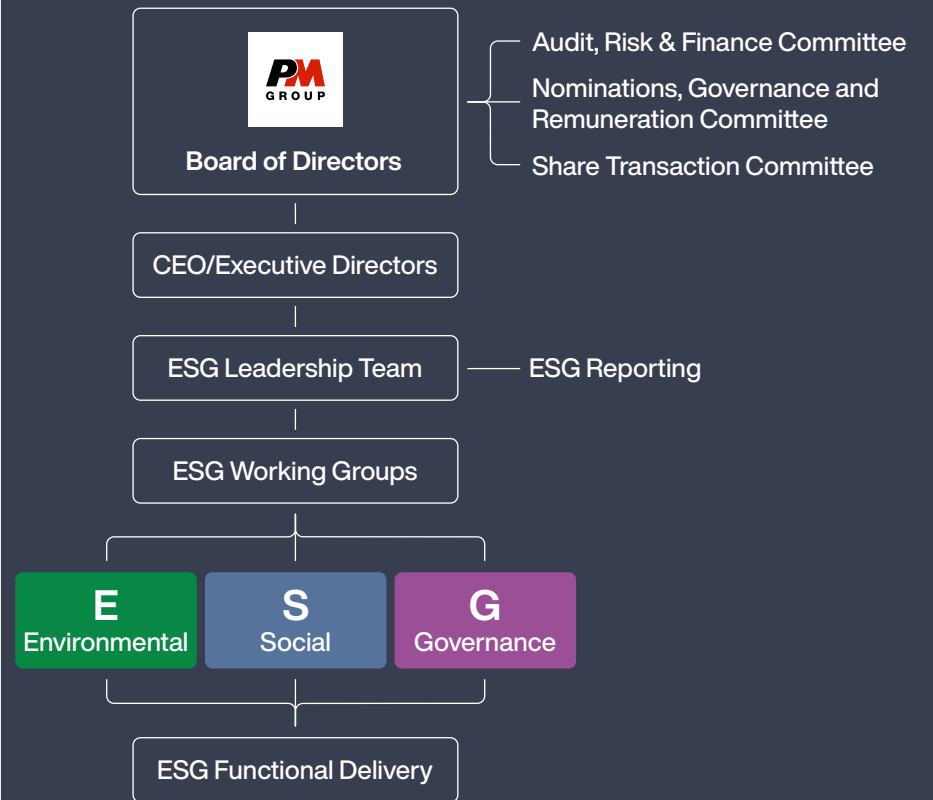
Governance

Excellence in ESG management and reporting.

Strengthening ESG evaluation of our supply chain. Promoting ethical standards, transparency and engagement with suppliers.

Pursuing excellent ethical business practices, good governance and broad stakeholder engagement.

Responsibility lies with the relevant part of the business and is governed by a cross functional ESG leadership team who report to our Executive Directors.



Health, Safety & Wellbeing

In 2025, we continued the development of Living Safety™, our integrated approach to health, safety and wellbeing to ensure safety is personal, relevant and important at every touch point of our business.

Living Safety™ remains at the heart of our 2029 business strategy. Guided by the Living Safety™ Leadership team, our strategic objectives ensure we remain an industry leader in Health, Safety and Wellbeing.

The three pillars of Living Safety™ are underpinned by strong cultural traits:

- ▮ Right to Pause
- ▮ Healthy Unease
- ▮ Intervene



Safe
Assets

Delivered
Safely

by

Safe, Healthy,
Motivated People

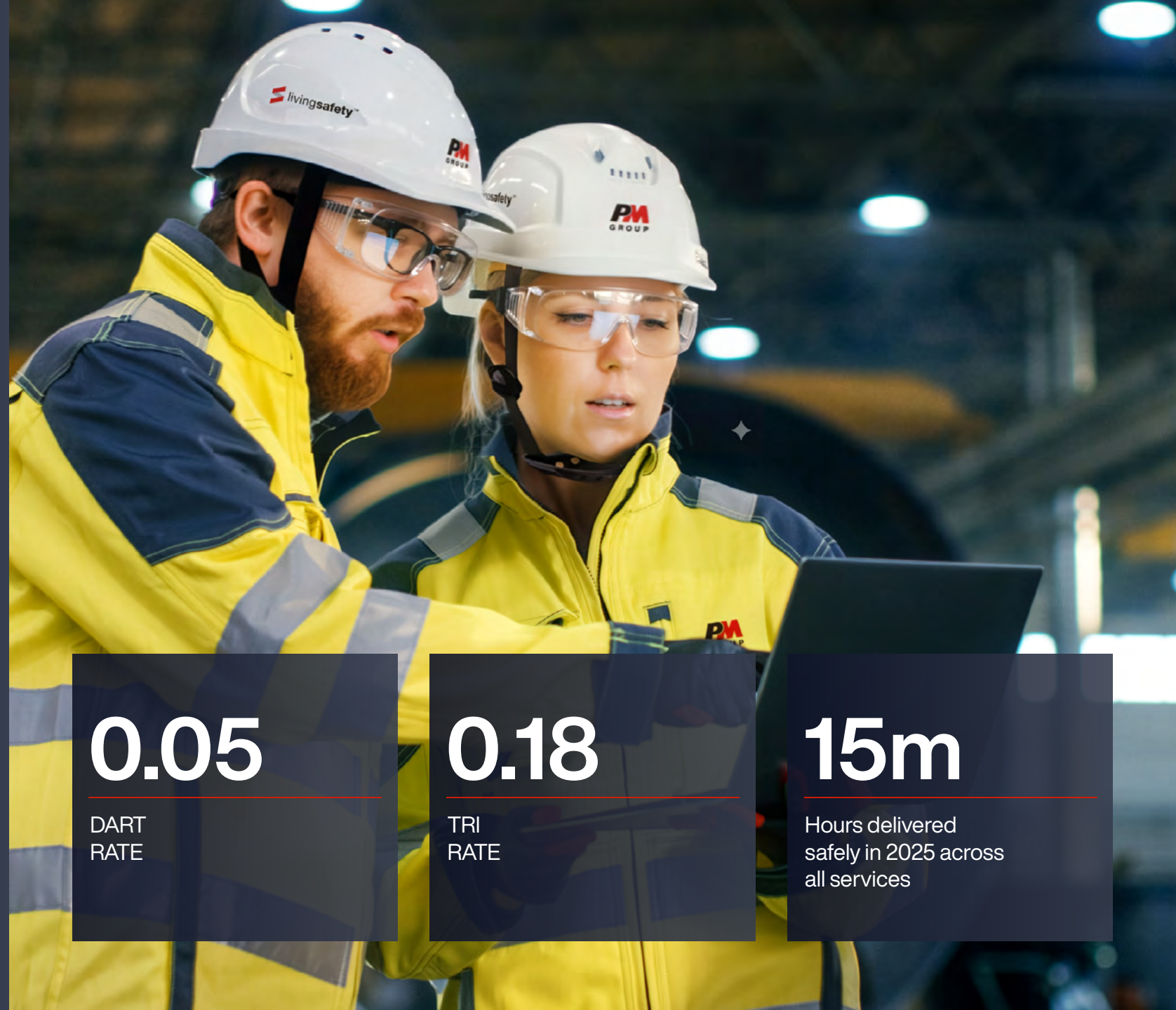
Our 2025 Safety Performance

In 2025, we continued the trend of strong safety performance with record low DART (0.05) and TRI (0.18) Rates. We managed over 15 million safe hours in PM Group controlled workplaces. It reflects our continued commitment to the safe delivery of projects across all regions and services.



“ We recognise the significant effort that goes into this achievement, which couldn't happen without our teams and project partners. Their continued commitment and effort goes into building a strong safety culture in our organisation and across our projects. We always remain aware that DART and TRI rates are not a predictor of future performance. Our 'Healthy Unease' process was introduced to recognise that incidents will happen unless we positively act to prevent them right through the project life cycle.”

David Tomlinson
Group Head of Health and Safety



0.05
DART
RATE

0.18
TRI
RATE

15m
Hours delivered
safely in 2025 across
all services

Safe Assets

In 2025, we continued the roll out of our **SAFE ASSET** framework and **Safe Asset Manager** role. **Fundamental to safe project delivery is designing and procuring a safe asset. This is a complex process requiring a holistic, full project life cycle approach.**

Delivered Safely – Interventions

One of the fundamental principles of our Living Safety™ culture is that if we encounter any unsafe act or unsafe condition we will intervene. We recognise that by doing so, we will prevent incidents from occurring.

In 2025, we saw a 50% increase in the number of interventions recorded at our work locations.

To facilitate easier, swifter reporting, our interventions are now digital and are helping us to:

- Record a Living Safety™ Intervention to log details of any interactions we've had, when we've acted to correct an unsafe act or unsafe situation at any of our work locations
- Raise a Living Safety™ Concern to make others aware of a situation where assistance was needed to resolve

In the Framework, we focus on safety from concept through to the eventual decommissioning of a facility.

7 Workstreams

01

Technical Integrity

02

Process Safety

03

Fire Engineering

04

Operable and Maintainable

05

Constructable

06

Commissionable

07

Deconstructable

Safe to Use

Safe to Deliver

CEO Recognition Awards

2025 was the second year of our Living Safety™ CEO Recognition Awards.

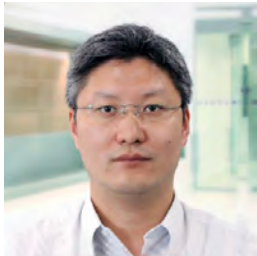
The purpose of the Awards is to recognise people who demonstrate exceptional health, safety and wellbeing behaviour.



“ In 2025, we saw excellent participation levels with over 300 nominations across all services and regions. All three pillars of Living Safety™ were represented. The categories covered demonstrate how people interact with safety and make it personal and relevant to themselves. Congratulations to the winners of our ‘Living Safety™ CEO Recognition Awards’ in 2025. It is fantastic to see the commitment of our colleagues to Living Safety™ being acknowledged by their peers. The behaviours we exhibit play a huge role in building a strong, inclusive safety culture. We look forward to continuing this initiative in 2026.”

Anthony O'Rourke - CEO

May 2025 Winners



Robert Liang
China
Process & ES Engineer
Nominated by:
Matt Blaza



Ronan McAuley
Ireland
Project Engineer
Nominated by:
Colin Williams



Raven Hall
USA
BD & Marketing Manager
Nominated by:
Jer Galvin



Liam Hynes
Ireland
Planner
Nominated by:
Jody Guilfoyle



December 2025 Winners



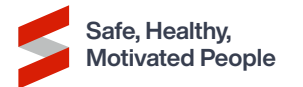
Con Leddy
Ireland
Group Head of Feasibility and Concept
Nominated by:
Kieran Lillis



Dan Fitzpatrick
Ireland
Construction Manager
Nominated by multiple team members including
Damien Hardiman



Eva Rottenbiller
Belgium
HR Assistant
Nominated by:
Chantal Pin Gomez and Marianna Karachaliou



Safe, Healthy, Motivated People

Our approach to wellbeing is guided by the World Health Organisation's holistic approach to include physical, mental, social and financial supports.

Our Employee Engagement survey and Culture Audit provide valuable insights into what is working well. We look forward to developing our Safe, Healthy, Motivated People framework further in 2026.

Our Employee Assistance Programme provides a complete support network that offers expert advice and compassionate guidance 24/7, covering a wide range of issues. In addition to counselling support and guidance, there is a virtual library of wellbeing information, along with an interactive mobile app that our employees can access from in any location.



Executive Safety Leadership Programme

In 2025, a further 80 leaders across the Group joined over 300 senior leaders already trained.

The Executive Leadership Programme's goal is to develop safety leadership characteristics, make safety personal and embed our Living Safety™ culture.

As part of the Programme, leaders are equipped with tools such as 'Sharing our Stand', implementing an 'Enquiry based approach' and creating 'psychological safety' to build a culture of accountability, respectful interactions and active listening.

Living Safety™ Project Behaviour Programme

In 2025, we successfully rolled out our unique Project Culture and Behavioural Based Safety Programme across a number of PM Group controlled sites.

Building Living Safety™ and our cultural traits, the Programme aims to positively impact our behaviour, choices and actions to positively influence leadership behaviour, team performance and safety outcomes.

The Programme is designed to be flexible to suit project needs and is essentially about caring for one another and demonstrating that care on a daily basis.

Environmental

Our Carbon Reduction Journey

In 2025, PM Group received formal validation of our carbon targets from the SBTi. This milestone strengthens our climate strategy and reinforces our commitment to decisive, science based action.

2025 activities included:

- developing science aligned decarbonisation pathways
- independent verification of emissions inventory
- preparing and submitting our SBTi application
- ensuring alignment with SBTi governance and deadlines

80%

of electricity from renewable sources

7%

reduction in electricity usage

15%

reduction in business related travel

Our Carbon Targets

**Our path forward:
delivering our science based targets**

Our validated targets include:

Near-Term target

Reduce Scope 1 and 2 emissions by 42% by 2030, and Scope 3 emissions by 25% by 2030

Net-Zero target

To achieve Net-Zero emissions across our value chain by 2045

As we look ahead, PM Group is entering the next phase of our decarbonisation journey.

In the coming year, we will complete our Climate Transition Plan. The goal is to create a clear bridge between our SBTi validated targets and the actions needed to achieve them.

Our carbon reduction journey has clearly defined targets to 2045

May 2023 →	H1 2024 →	H2 2024 →	H1 2025 →	May 2025 →	July 2025 →	By 2030 →	By 2045
Commitment to SBTi	Carbon Footprint Update and Base Year Selection (2023)	Reduction Targets Identified	Decarbonisation Planning and Reduction Roadmaps	SBTi Submission	Targets Approved and Verified by SBTi	Near-term targets Reduce Scope 1 and 2 by 42%. Reduce Scope 3 by 25%	Long-term targets >90% reduction no later than 2045

Tracking our Carbon Emissions

Carbon emissions increased in 2025 compared to previous years. This was largely due to significant internal company investment in IT systems (capital goods), and employee commuting related emissions.

In the coming year we will continue to invest in company infrastructure to improve efficiency, offer more sustainable commuting options (e.g. car charging facilities) to enable future carbon reductions in our operations.

While this investment will initially increase carbon emissions, it is expected to result in future reductions. We remain committed to achieving reductions for our operations and achieving our near-term targets as validated by the Science Based Targets initiative (SBTi).

Scope 3

- Stationary Combustion
- Mobile Combustion
- Fugitive Emissions

Scope 3

- Purchased Electricity (MB)
- District Heating

Scope 3

- Purchased Goods and Services
- Capital Goods
- Fuel and Energy related emissions
- Upstream Transportation and Distribution
- Waste Generated
- Business Travel
- Employee Commuting
- Investments

Evaluation of carbon emissions inventory to meet SBTi and GHG Protocol requirements

	Base Year 2023	Previous Year 2024	Reporting Year 2025*	Reporting Year 'vs' Base Year	Reporting Year 'vs' Previous Year
Total Emissions Metric tCO ₂ e	11,673	11,094	15,370	32%↑	39%↑
Scope 3	11,162	10,552	14,667	31%↑	39%↑
Scope 2	203	263	246	21%↑	-6%↓
Scope 1	307	279	457	49%↑	64%↑

* Preliminary Emissions inventory estimate. Data collation and validation for 2025 ongoing at time of reporting.

Environmental Management Programme

90% of our people work under the ISO 14001 standard. We continue to implement measures to reduce our impact on the environment, including:



Top 2%

Recognised by EcoVadis for Environmental performance, ranking in the Top 2% of all assessed organisations



14001

Preparing two additional offices for ISO 14001 certification in 2026



22%

22% reduction in waste generation for our offices, against previous year



EV

Increased our EV charging infrastructure and EV Fleet



Plant propagation
Singapore



Biodiversity sensory garden
UK



Schuylkill River Clean-up
Philadelphia, USA



Forest in a Jar Workshop
Poland

Recycling for our Community

In 2025, PM Group's Construction Environmental management team's Bottle Return Initiative recycled over 70,000 drinks containers, raising almost €12,000 through Ireland's Deposit Return Scheme.

The Programme, including projects such as the Pfizer Grange Castle campus, delivers meaningful environmental benefits. It also strengthens community impact and charitable support across Ireland. To date the Programme has supported 165,000 children nationwide.



70k

over 70,000 drinks containers recycled

€12k

raised through Ireland's Deposit Return Scheme

165k

children supported through the programme nationwide to date

Barnardos
Because childhood lasts a lifetime

BARRETSTOWN
a serious fun camp

Childline
by ISPCC

JACK AND JILL
CHILDREN'S FOUNDATION

LauraLynn
IRELAND'S CHILDREN'S HOSPICE

Make-A-Wish
IRELAND

Sustainable Project Delivery

Our dedicated focus on carbon reduction resulted in significant carbon savings for our clients. Savings increased from 300k to over 1.6 million metric tCO₂e.

A key priority for PM Group is to provide solutions that help clients to invest in their future, reduce environmental impact and achieve Net-Zero goals.

In 2025, demand grew for our environmental sustainability services, including;

- Planning and permitting services
- ESG and carbon accounting advisory
- Whole life carbon assessments including decarbonisation studies
- Climate risk assessments
- Green buildings certifications
- Renewable energy projects

Team Growth

In 2025, we grew our Environment & Sustainability (ES) services, including the establishment of a new UK-based team. This strengthens our expertise, support growing client demand, and accelerate delivery of low carbon, resilient projects.



>1.6m

metric tCO₂e savings identified on carbon modelled projects and decarbonisation studies for clients

45

environment and sustainability professionals

31

green building certification projects in design and delivery

Client Highlights

Sustainable Buildings: Green Building Rating Certification

Over 31 projects were designed in accordance with international Green Building Rating Schemes (GBRS). These included LEED, BREEAM and Green Mark. GBRS are increasingly requested as clients look to meet their corporate sustainability goals.



“ Proud to be part of our fast-growing ES team. I’m excited to leverage my digital expertise to deliver high impact projects and help clients turn sustainability ambition into action.”

Io Hui, UK

Data Centre Facility, Poland

BREEAM Excellent

- >20% reduction lighting energy
- >50% reduction domestic water
- Circularity reuse
- 20% energy efficiency improvement
- 25% biodiversity space



Pharmaceutical Manufacturing Facility, Ireland

LEED Gold

- 32% energy savings
- 53% domestic water reduction
- All-gender toilets provided
- 1750m² PV array installed
- >30% embodied carbon reduction



Digitalising Sustainable Design

Following the launch of our Net-Zero Playbook in 2024, we continued to develop tools for our architects, engineers and delivery teams to embed sustainable design into our projects.

Together, these tools make sustainability clear, actionable and central to how we deliver projects.



Whole Life Carbon Dashboard

In 2025, we launched our Whole Life Carbon Dashboard, an innovative digital tool that identifies carbon hotspots in building design. By assessing and visualising both embodied carbon from materials and equipment and operational carbon emissions, it highlights where carbon impacts are greatest. This enables design teams to focus efforts during design development to reduce a facility's overall carbon footprint.



Construction ES Tool

Our digital tools help us to cut carbon and protect resources at every stage of a project. During construction, our Construction Environment Sustainability Tool tracks waste, water, energy and fuel to reduce emissions and drive resource efficiency in real time.

Social Introduction

Our People are at the heart of everything we do. They bring our vision to life, deliver for our clients and shape the future of our business.



“ One of the three strategic pillars of our *Precision Magnified* business strategy is People. We invest in great workplaces, life-long learning and the creation of a culture where everyone feels empowered to lead, innovate and grow”.

Susanne Jeffery, Chief People & Culture Officer

Our impact extends beyond our doors through the clients and partners we work with and the communities we support.



People & Culture

We have always been very proud of our culture at PM Group. It is an essential part of the positive environment where projects can be delivered collaboratively and dynamically.

During 2025 to ensure our People & Culture priorities were aligned to our *Precision Magnified* business strategy, we conducted an in-depth Culture Audit to identify the behavioural enablers and blockers. The audit was conducted using the EY culture framework and included a survey, leadership interviews and staff focus groups.

The results gave us great insights into our current state and areas for improvement. We are using the full set of results to develop our focused People Strategy for the next four years.

78.8%

our Culture Health Score is above the benchmark

Top 2

positive cultural traits are Collaboration and Inclusivity

People Key Facts 2025

82%



of employees agree they can be their authentic selves (2025 Culture Audit)

Total headcount

4,000

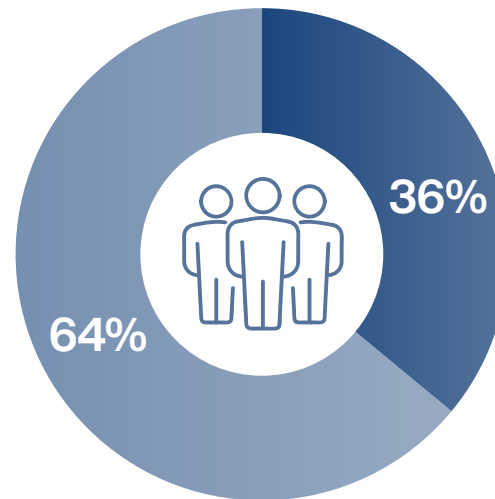


Training hours



67,000

Gender split



Female Male

57%



of employees are shareholders

99%



of employees received training

Nationalities

63



90%

Positivity Score (Benchmark = 70)



Diversity, Equity & Inclusion

Our DEI ethos is summed up in our refreshed inclusion value:



We make every voice heard.

We create an environment where every person feels safe to contribute, every perspective is valued and diverse ideas shape the best solutions.

In 2025, we evolved our Diversity and Inclusion commitment by incorporating Equity. This is an important evolution, highlighting the value we place on ensuring fair access and opportunities for all. In total, our inclusion events during the year saw an attendance of over 3,500 people.

Inclusion Week

Inclusion week is our flagship event dedicated to celebration, education and engagement. 2025's event saw over 1,500 attendees across our events and webinars across important topics such as:

- Neurodiversity 'from awareness to action'
- Cross-Cultural Communication
- A brilliantly insightful presentation from our India office in our annual series of 'getting to know' a region in our business

These events received a high satisfaction feedback rating of 93% with strong indicators of increased understanding and practical takeaways.

Diversity, Equity and Inclusion



Diversity

Presence of different people and perspectives



Equity

Fair access, opportunity, and support



Inclusion

A sense of belonging, voice, and decision-making authority

Culture Programme

Cross-cultural communications - with 63 nationalities working on global projects together, we know that communication is as important as systems and processes. Our Cross-Cultural Communication Webinars equipped employees with the skills to navigate multi-cultural meetings and provided practical tips for better engagement.

In 2025, our cultural awareness work was driven locally across our international offices, with colleagues leading celebrations such as Diwali, South African Heritage Day and other culturally significant events. We also marked Black History Month with meaningful discussions and activities across the USA and UK, strengthening understanding and connection across our international teams.



“ Even within the same culture, people will have very different personalities and preferences (e.g. introversion / extraversion spectrum, communication styles etc). The advice and key takeaways in this presentation are very valuable in lots of situations.”

Marine Billat, Europe

We developed a RESPECT toolkit, which provides practical tips to ensure every voice is heard and included.

R Relationships matter

Take time to build rapport before diving into tasks. Build trust and connection to foster collaboration.

R

E Slow down and simplify

English is not everyone's first language. Use clear, jargon-free language.

E

S

P Elevate every voice

Everyone should be listened to and invited to participate.

P

E

C Tackle bias

Be aware that unconscious bias exists and take steps to prevent it.

C

T

R Encourage dialogue

Encourage questions and create space for dialogue. Seek feedback.

E Processes and precision

Clarity is important. Put things in writing, repeat key points and clarify expectations.

C Cameras on

Cameras on enables us to read body language and strengthen virtual presence.

LGBTQ+ & Pride

In 2025, we focused on promoting our ACCEPT Network, alongside awareness, advocacy and allyship through a series of engaging communications, activities and initiatives. ACCEPT stands for 'All Caring Colleagues as Equals being Positive Together'.

ACCEPT provides a safe space where our members can be their authentic selves. It is a proud community which extends to parents, friends and neighbours as a circle of support and guidance. We continued to promote the voluntary adoption of pronouns to increase a sense of belonging and acceptance.



During Pride Month, we ran a campaign that included communications, blog posts and the distribution of allyship pins. The ACCEPT network hosted two webinars with over 260 attendees.

Across our offices, colleagues celebrated with creative activities such as bake sales, book clubs, and tote bag design, all helping to raise awareness. These efforts raised much needed funds for local LGBTQ+ charities.



Gender Representation

We were delighted during 2025 to exceed our Gender representation targets originally set in 2021. We achieved 36% female across the business (against a target of 35%). It demonstrates what can be achieved with consistent focused attention and when ambitious targets are set.

We have made great progress in attracting and retaining female colleagues at all levels. This activity is supported by detailed gender action plans driven by leadership.



Gender KPI Highlights

Metric	2024	2025
Total Female Employees	34%	36%
Female Graduate Hires	40%	45%
Females in Senior Management	19%	21%
Female Board Directors	31%	38%
Women's Network Members as % of Female Staff	55%	57%

Women's Network Knowledge Exchange

The Knowledge Exchange is a collaborative learning platform where network members learn and support each other. Technical and non-technical topics included; AI, Smart Manufacturing, Finance & Board Governance. This initiative saw a total of 1,300 attendances and reflects the dedication of our members to continuous learning and professional growth.

Leadership commitment

For IWD 2025 our leadership reconfirmed their commitment to the theme of 'accelerate action' and set out an ambitious new DEI strategy as part of *Precision Magnified*.

[➤ Read More](#)



“The Women's Network is incredibly special to me. It's a safe, supportive community where women can openly share, connect, and empower one another to grow.

Seeing meaningful connections flourish and witnessing the positive impact it continues to have brings me genuine joy.”

Simren Shergill, UK

External Collaborations

A major highlight of the year was International Women in Engineering Day. We marked the occasion by hosting female industry leaders for a collaborative panel discussion. The Panel explored topics such as imposter syndrome, mentoring and coaching, career development and the impact of AI on our roles. The conversation was open, practical and inspiring. We are continuing this collaboration and sharing useful insights and lessons from the discussions.



We celebrated International Men's Day and Movember by welcoming Andrew Porter, Leinster, Irish and Lions rugby star to our offices to share his own personal mental health journey. He emphasises the importance of dialogue and supports.

[➤ Read More](#)

“ It was really inspiring to hear from other speakers on their journey and activities and interventions that have helped them navigate through their career journeys. I am looking forward to staying connected with this amazing group”.

Liz Dooley, Senior Director, Engineering & Technology, Manufacturing Technical Operation Lead, Johnson & Johnson Innovative Medicine.



Our Gender initiatives also focused on making positive external impacts. We hosted numerous events aimed at inspiring girls of all ages to pursue careers in STEM. A particular highlight is our immersive workplace experiences for second level students.

Development and Learning

Continuous professional development is more important than ever in today's fast-paced world. We are committed to developing our people with the latest knowledge and sharing our internal expertise widely.

Key Facts

- 99% of employees received training
- 67K employee training hours
- 630 graduate mentoring sessions
- 80% completed engagement conversations

Important initiatives during 2025 were:

We adopted a global Engagement Conversation process aligned to our Career & Competency framework and hosted on our TDS. 80% of our people completed these conversations with their people manager, reflecting on their performance, future aspirations, as well as defining objectives for the upcoming year.



BTx262 is a **Priority Improvement Project** aimed at radically improving PM Group's processes and ways of working across all services, functions, and departments. It focuses on standardising process flows, deliverables and operational practices to enable seamless resource sharing and ensure consistency across global teams. A major milestone was the publication of the **PM Group Master Framework Template**, which outlines minimum requirements for each department at every stage of the project lifecycle.

In 2025, we introduced a new eLearning programme for all employees titled **Fostering a Culture of Dignity and Respect in the Workplace**. The aim of this module is to reinforce PM Group's commitment to providing a respectful work environment that is free from discrimination and harassment.

Mentoring in New Dimensions (MIND) Programme - in 2025, we transitioned our MIND programme to an eLearning format, enabling mentors to progress through their training at their own pace. To further support their development, drop-in clinics are conducted by our in-house coach.

Workplace Design

Across our group we focused on enhancing and creating inclusive, collaborative spaces for our people to thrive.

In 2025, PM Group invested in workplaces aligned with our corporate design guidelines, with a strong focus on people centred environments. Improvements included new sit-standing desks, better acoustic comfort, enhanced accessibility and inclusivity features, upgraded meeting rooms with digital improvements and additional biophilic elements.

We supported moves to new, expanded offices in Antwerp, Philadelphia and San Francisco and continued to invest across our existing network. A highlight was a fantastic new space in our Dublin office, featuring a multi-purpose cafe, a wellness space, collaborative meeting areas and an innovation room.

These investments reflect our continued commitment to providing workplaces where our people feel supported, connected and able to do their best work.



Community

2025 was a brilliant year for our Community Programme across PM Group. From skilled pro bono project to STEM education, volunteering and fundraising we proudly gave back to the communities around us.

3,157

volunteer and pro bono hours donated

245k

community fund value (in euros)

64

causes supported in 2025

2,724

students reached in 2025

Together, we created a space that will have a lasting impact.



Pro Bono Project Highlight

Our 2025 Community Programme reached a major milestone with the refurbishment of the Contemplation Room at Tallaght University Hospital. This calm and welcoming space now offers comfort, peace and reflection for patients, visitors and staff.

The project was delivered fully pro bono by PM Group and supported by our amazing partners. Each one brought skill, energy and generosity to make this space a reality.

Our partners

Flynn Construction - building and painting; ADDesign - window graphics and signage; Interface - flooring; Winroy's - furniture; Universal Planting - plants and pots



“ This project would not have been possible without the generosity and collaboration of our partners and suppliers.

Everyone involved gave their time, expertise and resources so willingly. The result is a space that truly serves those who need it most. It was a privilege to work on a project where design could make such a meaningful difference”.

Amy-May Freeman
Interior Designer and Community Co-ordinator, PM Group

Volunteering

Our community programme aims to create a strong, positive impact wherever we work. We build trusted relationships and support local needs through volunteering and meaningful partnerships. Together, we bring energy, care, and long lasting change to our communities.

Fundraising

Fundraising is a vital part of our Community Programme. It brings our teams together with purpose and heart. In 2025, we supported 64 charities that matter deeply to our people. Every event showed real generosity and community spirit. Together, we continue to lift others and strengthen our impact.



PM Group Partnering for Purpose Graduate Volunteer Day, Cork



Integrative Olympiad Volunteers Wroclaw



Conshy Green Fest Volunteering Philadelphia



Fundraising for Epilepsy Care Foundation Dublin



Mind Wolf Run Event Birmingham



Dragon Boat Race Birmingham



Special Olympics Boston



Think Pink Breast Cancer Awareness Campaign, Wroclaw

Education

Education is a core part of our Community Programme. We believe everyone should have the chance to learn and grow. Our teams support students at every stage, from primary and secondary STEM workshops to third level mentorships and laptop donations. These efforts spark curiosity, build confidence and open new paths. By sharing our time and skills, we help create equal access to quality education for all.



University Mentorship Group
Dublin



School Uniform Donations
Bangalore



Career workshop for
highschool students
Warsaw



Laptop Donations
Antwerp



STEM Outreach Workshop
Boston

Governance

Good governance is the cornerstone of our organisation, built on over 50 years of exceptional relationships and trust. Our areas of focus are;

- Stakeholder Engagement
- Ethical Business
- Responsible Supply Chain
- Data Security and Digitalisation
- Innovation

CSRD and Reporting

In 2025, PM Group continued to make progress to enhance the governance of our ESG programme and prepare for mandatory reporting, now scheduled for FY2027, reporting in 2028. Our goal is to ensure we are fully prepared to meet the simplified ESRS requirements once introduced.



Stakeholder Engagement

To shape our 2029 business strategy, *Precision Magnified*, we consulted widely with key stakeholders. We carried out surveys and interviews with employees, clients and trade partners. Our goal was to identify key industry trends and future challenges.

By embedding stakeholder input into our Strategy, PM Group can better adapt to a changing environment.

In 2025, we carried out a Culture Audit to make sure our work stayed closely aligned with *Precision Magnified*. We used the EY Culture Framework to guide this review. It included a staff survey, interviews with leaders, and group discussions with employees.

In 2026, we will continue to roll out our Stakeholder Engagement Policy and reporting framework.



Ethical Business

Building on our sustainability strategy, the following actions were completed during 2025:

- Submission of a report on Confidential Disclosure and Ethics to the Audit Risk and Finance Committee.
- Assessment of employee awareness regarding the Confidential Disclosures Policy.
- Reporting on Ethics and PM Group Code of Conduct Training to the Audit Risk & Finance Committee.
- Tracking of the closure of Internal Audit findings reported to Audit Risk & Finance Committee.



Key metrics

89% staff completed training on PM Group's Code of Conduct.

85% employees agreed or strongly agreed that they are aware of the available channels (e.g. Confidential Disclosure Policy) if they need to address an issue or concern.

These actions reinforce our commitment to maintaining the highest ethical standards.

Responsible Supply Chain

Responsible procurement remains a cornerstone of our risk management framework and sustainability commitments. In 2025, we continued to strengthen engagement with suppliers, embedding ESG criteria into how we select, engage with, and monitor suppliers across our global supply chain.

Looking ahead, we will continue to strengthen responsible procurement. We will work more closely with suppliers, improve how we monitor performance, and further embed ESG expectations across our global supply base.



Key actions during the year included:

Expanding ESG checks for priority suppliers through structured assessments covering 300 suppliers.

86% of suppliers who completed the assessment confirmed they have an environmental policy in place.

Encouraging adoption of environmental certifications, with more than half of suppliers reporting ISO 14001 certification.

99% of assessed suppliers confirmed alignment with our Supplier Code of Conduct, reinforcing expectations around ethical and responsible business practices.

48% of assessed suppliers are now sharing carbon emissions data, improving visibility of climate impacts.

Data Security & Digitalisation

Innovation and security are key priorities for PM Group. We are committed to managing digital risks and using data in a smart and sustainable way to drive change.

We are also committed to continuous improvement through structured training and reporting.

The following actions were completed in 2025

- The Digital Group hosted a 'Sustainable Principles in Technology' workshop to embed sustainability into all aspects of our digital delivery
- Completed a scenario test for a cyber event
- A group-wide phishing awareness campaign
- Annual report on P1 security incidents presented to the PM Group Board
- Annual risk assessment aligned with ISO 27001 certification, covers core business activities, digital group information assets, third-party supply chains, and hybrid working risks to proactively manage risks and safeguard information assets.



Key metrics

87% of staff completed information security training

49 detailed Third-Party SaaS Security assessments for SaaS applications were completed

Innovation

During 2025 our new framework for Innovation was further developed. We know that innovation and ideas come from multiple sources across our business.

That's why we've consolidated all these sources into one framework to develop and launch viable ideas.

Sources include:

- Innovation in Action Scheme
- Technology Team
- Digital Solutions Team
- Innovative Facilities Team
- Digital Project Delivery Teams
- Emerging Solutions and new ventures

Our new Emerging Solutions division will bring new ventures and solutions to the market to support our clients.

Innovative Facilities

PM Group's approach to innovative facilities centres on designing advanced, flexible, and future-proofed environments that meet evolving industry needs. We employ modular, scalable architectures to support new modalities from clinical development through commercialisation, enabling quick adaptation and growth.

Facilities integrate automation, robotics, and ergonomic design, boosting efficiency, safety, and error reduction. Our strategy includes data-driven benchmarking, leveraging analytics to ensure facilities meet or exceed best practices. Sustainability and digital innovation—covering decarbonisation, lifecycle assessments, and smart digital systems—are integral to our design methodology.



Digital Project Delivery

In 2025, we reshaped how Building Information Modelling (BIM) is managed across the business. We focused less on tools and more on clear structure, roles, and long-term direction.

We moved away from fragmented ownership and created a more connected model. A BIM Steering Group was set up to provide direction, set priorities, and ensure accountability. We also made organisational changes to better align regional teams with global standards.

New roles were clearly defined to reflect how BIM is used today and how it must support quality, consistency, and growth in the future. These changes were essential groundwork. They now form a strong foundation to deliver the goals of our *Precision Magnified* strategy.

Digital Products and Solutions

2025 was a strong year for our digital products and solutions. We transitioned from small test projects to building tools that can be used at scale and solve key project problems.

Platforms like Panio and Gamio™ were used on live projects. These solutions supported operations, training, and handover, and proved valuable across our projects and teams. We also introduced clearer ownership, product life cycle management, and security standards. This helps to ensure our solutions are reliable, repeatable, and ready for commercial use.

2025 showed that PM Group can innovate like a technology company while keeping the discipline of an engineering firm. Our mix of deep expertise and strong product thinking is now a key strength for future growth.

Artificial Intelligence (AI)

2025 was the year PM Group moved AI from experimentation into a structured, cross functional programme. For AI-governance, we established Working and Steering Groups to identify and prioritise use cases, evaluate software, and manage risk.

PM Group progressed employee enablement via M365 Copilot adoption and Copilot Studio/bot initiatives. We bolstered AI literacy and value in the organisation standing up important AI training and support clinics.

In our project delivery, we are focused on several key areas where AI can drive improvement and innovation. Our ideation fora, vendor engagement, and AI governance and business teams have helped us to quickly evolve from ‘possibilities’ to ‘prioritised initiatives’ and then to ‘rolled-out business solutions’.

AI continues to be a key enabler for PM Group, however, we are committed to using AI responsibly, ensuring that its adoption aligns with our ethical standards, regulatory requirements, and organisational values.



External Validation

Ensuring that our ESG work is externally verified by global sustainability rating organisations is important to us.

During 2025 we improved our EcoVadis score from 74 to 77, retaining our position in the top 15% of over 100,000 rated companies.



	
 SCIENCE BASED TARGETS	 DRIVING SUSTAINABLE ECONOMIES
 14001 Environment Management Systems	 45001 Occupational Health & Safety Management Systems
 27001 Information Security Management Systems	 1901 Quality Management Systems



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