### **Strategy Overview**



# People

Cairn is committed to continuing to invest in our employee value proposition – to connect, develop and inspire our workforce. In 2023, we invested heavily in supporting growth and building internal talent through development programs, functional support and employee training

#### **Employee Engagement & Satisfaction**

We are committed to driving employee engagement that will deliver a high-performance culture. In 2023 we focused on embedding our employee value proposition – to connect, develop and inspire – into all stages of the employee life cycle. The success of this strategy was evidenced throughout 2023 as we were recognised by a number of external bodies, with awards including:

- The Irish Centre for Diversity Silver award; and
- designated by Great Place To Work Ireland as a Top 20 Best Large Workplace and, for the second consecutive year, as a Great Place To Work.

These accreditations validate the initiatives and work which the Company is implementing around our culture, employee offering and benefits. Our reward and benefits portfolio remains a key strength in attracting and retaining employees, with continued benchmarking ensuring we provide the best reward and support to our employees. In 2023, we introduced a targeted one-off €3,500 cost-of-living allowance to support all employees below senior management level.

#### **Invest in Our People Development**

We expanded the scope of our top talent development in 2023 to include senior managers, in addition to our mentorship cohort. This allows us to leverage our top talent from all parts of the business to support Cairn in achieving its long-term and sustainable growth. We ran a number of masterclasses throughout the year, focusing on key management skills such as delegation and performance conversations, reaching 95% of our people managers. Our employee and engagement scores improved again during the year. We achieved an eNPS (employee Net Promoter Score) of 42 (on a scale of -100 to +100).

In November 2023, we announced the establishment of the Cairn Apprenticeship Scheme which will see us contribute €10 million over the next five years. The Apprenticeship Scheme will help to enhance the long-term health and viability of the construction sector in Ireland, by ensuring future pipelines of staff and addressing the significant skill shortage in the industry.

Please refer to page 38 of our 2023 Sustainability Report for further detail.

We will continue to invest in our people whilst extending our capacity and capability as we continue to grow at pace and scale.

The expansion of our graduate programme will be a primary focus of 2024, with a target of trebling the size of our new graduate intake who will be supported through a tailored development pathway.

We will focus on building our talent pipelines and supporting existing talent as we continue our mentorship and senior manager programmes.

Continued commitment to our Equality, Diversity and Inclusion ("E,D&I") agenda will be at the forefront of our people strategy in 2024 as we look to develop a diverse and multi-cultural workforce. 93% of our employees opined in our 2023 E,D&I survey that Cairn is an inclusive workplace, a result we are extremely proud of. Please refer to page 34 of our 2023 Sustainability Report for further detail on our E,D&I agenda.





Case study 🗳

## Apprenticeship Scheme

We will develop the Cairn Apprenticeship scheme, in which we will invest €10 million over the next five years. The Cairn Apprenticeship Scheme will help to enhance the long-term health and viability of the construction sector in Ireland, by ensuring future pipelines of staff and addressing the significant skill shortage in the industry. Through a multi-faceted approach, the scheme will implement initiatives at both a macro level for apprentices across Ireland and at a more local level working with our existing supply chain.

Increasing the number of construction apprentices across the residential sector has been identified by Government as an important component of delivering its Housing for All strategy. As an industry leader Cairn is committed to working with the Government to tackle the challenges being experienced in housing supply.

The Apprenticeship Scheme will provide supports to incentivise new entrants into the construction Industry, be they school leavers or workers who would like to re-skill. These supports will also be open to existing apprentices who are currently working with a Cairn subcontractor. The Scheme will also deliver a range of tutoring and educational programmes and provide targeted financial supports to enable apprentices to embark on their construction careers.

We will explore learning opportunities to support on-site training, with the potential to launch "learning zones". Additionally, we will engage with schools and other education institutions to increase participation and highlight the exciting opportunities on offer in a construction career.

Please refer to page 38 in our 2023 Sustainability Report for further detail on our Apprenticeship Scheme.

