

Beyond 50

ON THE EDGE OF
TOMORROW



M MERCURY

BEYOND50 FIVE-YEAR STRATEGY

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**ON THE EDGE OF
TOMORROW**

M MERCURY

Beyond50 is about harnessing the momentum we've built up over 50 years to push further and reach wider.



We believe that every day is a new day, just as exciting as the last. And we've channelled this energy into a five-year strategy aimed at bringing clear direction to the company for the next stage of our journey. We call it Beyond50.

It's a platform that aligns our business and our people. It's a new way of thinking that reaffirms our purpose to deliver leading edge construction solutions to our clients and build relationships that thrive.

40 AND



**We're still as
committed as the
very first day.**



EOIN VAUGHAN

Chief Executive Officer

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I'm delighted to introduce you to our Beyond50 strategy, which aims to take Mercury beyond its 50th year in business. It's been an incredible journey so far. What began with a partnership of two people in 1972 in Dublin, Ireland has expanded and grown over the last 50 years. We're now a diverse workforce of over 4,500, with 40+ nationalities currently spanning across 16 countries. We've restructured and refined our leadership teams, strategies and direction over the years, while retaining the continued support of the Morgan and O'Kane families to remain aligned to our anchor value of safety and our entrepreneurial foundations.

We embarked on "Beyond50" in late 2019, having outgrown our "Mercury 2021" strategy. Firstly we aligned our vision as an EMT, developing our charter. Secondly we held two workshops; one

with our leadership group of 40 people, and a second with a broader group of leaders and high-performers. The goal was to identify solutions and projects to achieve our strategy with the assistance of our advisors. Lastly, we surveyed our employees, gathering responses which generated exciting new ideas on how to make Mercury the best company we can be as we go Beyond50.

This document provides an overview of where we are heading as a business over the next five years. Without the support of our staff and business partners, we would not be able to achieve the incredible things that we are aiming for. Finally, I'd like to thank and acknowledge our staff, supply chain partners, clients and advisors for all their hard work in helping make Beyond50 happen.



OUR

PILLAR



PILLARS



These Pillars provide the foundation for our Beyond50 Strategy. Each one has its own specific focus, but all seamlessly align to represent our ambitions for the next five years. They're used as benchmarks in everything we do, to ensure Mercury's unbounded success.

7 STRATEGY PILLARS

01

END TO END DATA CENTRE SERVICES

Expand our end to end data centre service offering to include a full suite of services and facilities management support.

02

EXPANDING OUR ADVANCED TECHNOLOGY AND LIFE SCIENCES OFFERING

Build our advanced technology, life sciences and pharmaceutical project base for new and long-standing clients.

03

EMEA AND BEYOND

Continue to follow our clients, focusing on expansion opportunities including data centres, advanced technology, life sciences & pharmaceutical hubs across EMEA, in addition to supporting them with our global deployment into new territories worldwide.



04

**DIGITAL
EDGE**

Ensure our frontline people have the right technology to enable them to deliver real value to our clients, pushing digital construction to the edge.

05

**ENHANCE
OUR
OPERATIONS**

Enhance the foundations of our business in Safety, Quality, Design & Construction with efficient processes and efficient management structures.

06

**BEST
PEOPLE**

Attract, develop, reward and retain the best people with the mindset we need to deliver sustainable growth.

07

**WINNING
CULTURE**

Provide a dynamic learning and work environment that promotes a collaborative culture where our employees can maximise our team performance.

ENGAGEMENT AND BUY IN



WORKSHOP 01

Executive Management Team (EMT) aligned on the development of a new EMT charter.

WORKSHOP 02

Our Leadership Group met to identify key business areas to focus our strategy on.

WORKSHOP 03

An expanded group comprising our Leadership Group and Mercury's high-performers identified projects and solutions to achieve our strategy.



SURVEY

One-third of our employees generated ideas, which were incorporated into Beyond50.



COMMUNICATION

Beyond50 was delivered to every staff member via presentations on every project and every Mercury office.



KNOW YOUR CLIENT

We are communicating Beyond50 with all of our clients & partners to understand their needs and place them at the heart of our strategy.

OUR

VALUE

A large, stylized white letter 'S' is positioned on the left side of the page. To its right, a white line forms a trapezoidal shape that tapers towards the top. Inside this trapezoid, a red triangle is oriented with its hypotenuse on the left and its right angle at the bottom right corner.

S

Mercury is built on a set of values that define our purpose and our priorities. They are a statement of our focus and determination, guiding everything from our people right through to our processes. These values ensure that we always work to the highest standards and drive our people to do their best.



SAFETY

Work Safe. Home Safe. This is Mercury. Safety is our anchor value. It underpins everything that we do. It's a mindset that's firmly fixed in every individual, team and rank throughout Mercury. Safety is embedded in our DNA. It's the bedrock of our delivery, training and processes – it's The Mercury Way. We insist that it is a fundamental component of every facet of our business. Working safe isn't just our policy, it's our duty.

DYNAMIC

As market leaders, we redefine industry standards. We're a European player with powerful capabilities, yet it is our agility that sets us apart – unafraid of change because we understand its true potential. It starts with our people. Our entrepreneurial spirit challenges us, pushing us to new territories, roles and ways of delivery. A commitment to partnership means we balance ambition with accountability. It lives in every individual, team and rank throughout Mercury.



OUR VALUES



BRAVE

We believe you have to be brave to achieve incredible things. We're proud of who we are and our plans for the future. We stand over everything we say and do. We're direct and to the point because we respect our clients, their time and needs. With a generous spirit and vibrant energy, hard work's made easy because we genuinely enjoy what we do.

MAKE IT HAPPEN

No matter the client or sector, we always deliver. It's our commitment and promise. Success is the only option for us. It's our delivery, training, processes that make The Mercury Way. This relentless dedication earns a trust, security and assurance that is second to none. It turns clients into partners and builds relationships that grow and prosper with time.



OUR STRAT



EGGY

The world keeps moving forward and so do we. Beyond50 challenges us to push the limits of conventional thinking, unlocking new possibilities in the sectors we operate in.

OUR STRATEGIC DEVELOPMENT

Our forward-looking client centric strategy will drive Mercury's sustainable growth Beyond 50 years of sector leading delivery. We are continuing to refine our service offering, playing to our strengths, while putting our clients' changing needs at the heart of our innovation in how we deliver.

PROVIDING A FULL SUITE OF DATA CENTRE SERVICES

Mercury is Europe's most experienced Hyperscale and Enterprise Data Centre service provider.

We make it our business to go further. Our teams, aided by our local supply chain, consistently meet the challenges of an ever-growing Data Centre market. These highly-skilled project teams are internationally mobile, enabling them to deliver leading edge Data Centres for many of the world's largest tech companies and enterprise clients.

Our relentless dedication positions us to provide a highly complex and specialised turnkey service. Safety, quality, innovation and value engineering are guaranteed at every stage of the project, from design & build, planning and construction right through to commissioning, ongoing facilities management and ICT services.

Although we're already well established as a general contractor and a specialist provider of Mechanical, Electrical, Plumbing (MEP) and Fire



Protection services, our forward-thinking focus has helped us to identify a gap in the post-handover stage of projects. A large number of operators in the Data Centre sector opt to have different contractors take over their facilities post-construction. We believe we're perfectly positioned to provide a large range of services to data centre clients. This includes the management of facilities and also providing white space fit out, data centre upgrades, facility maintenance, fire alarm and ICT

network infrastructure services long-term, after construction projects are completed.

We're committed to deepening relationships further with our clients' data centre operations teams, increasing our focus on post-construction activities. We will leverage our vast in-house expertise to become a leading facilities management provider in the data centre industry.

We're honing our capabilities to lead the change in expanding our advanced technology and life sciences offering directly to clients.

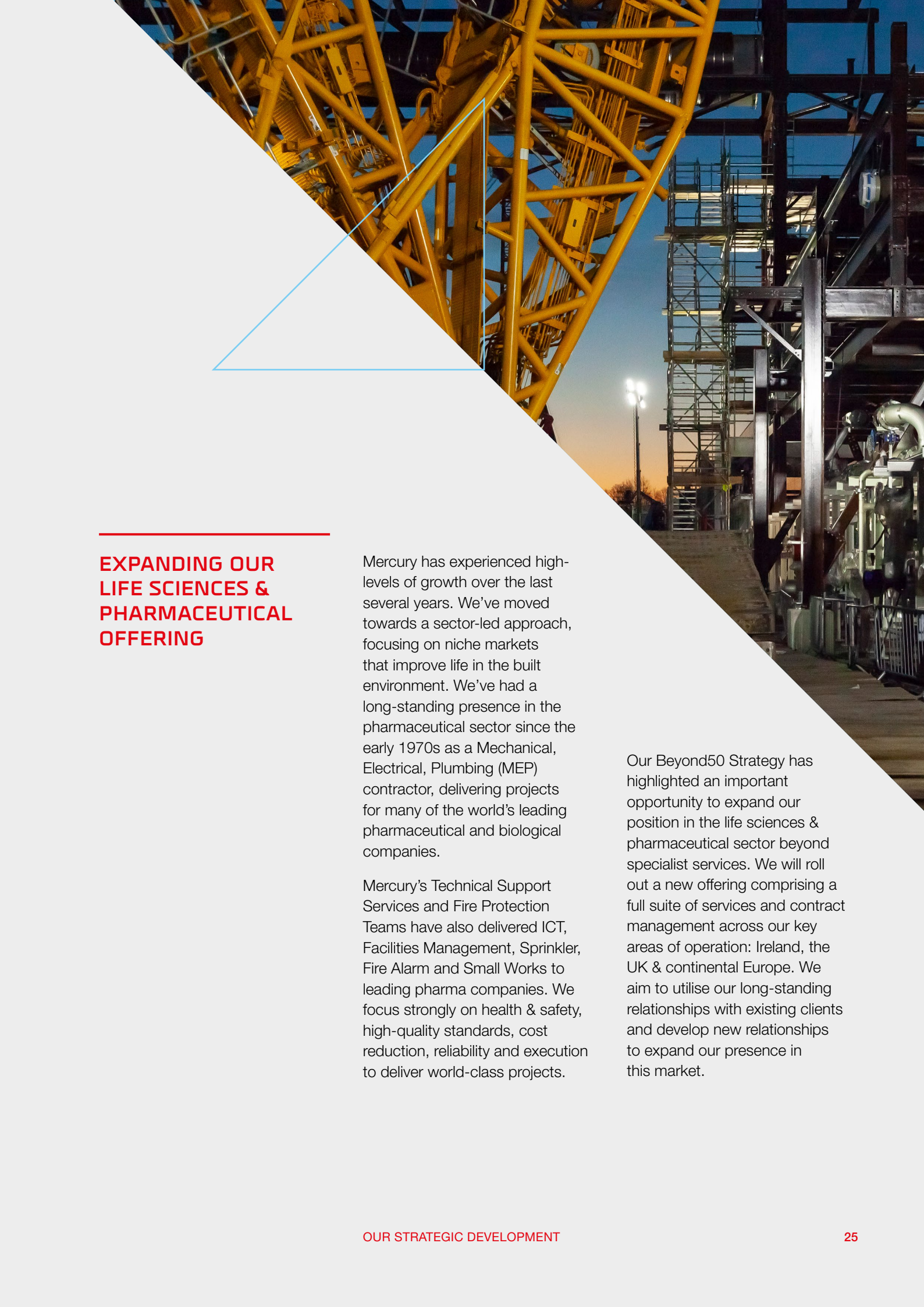
**EXPANDING
OUR ADVANCED
TECHNOLOGY
OFFERING**

Throughout the 1970s, Mercury earned its reputation as a premium contractor in the pharmaceutical and oil & gas production sectors. From the 1980s onwards, as the world moved into the information age, we started delivering projects in the Advanced Technology sector, establishing close relationships with leading semiconductor manufacturers which have continued to this day.

Mercury's base in Ireland was highly advantageous, as our small island nation began to rebrand itself as Europe's technology hub. We built relationships with the world's leading technology multinationals as they started to build highly complex plants and facilities in Ireland. Our long-established presence in Advanced Technology has allowed us to build up specialist expertise in

this sector, where Mechanical & Electrical elements are complex and fundamental to completing these projects. It has also enabled us to build long-term relationships with clients in this sector.

This dynamic, fast-paced sector has seen us continue to innovate. We deliver Advanced Technology projects utilising an extensive offsite manufacturing (OSM) network and supply chain across Europe, with the ability to execute projects globally from our offsite hub in Newbridge, Ireland. We've completed a large number of works directly for clients in this sector. Our goal is to cement these partnerships to expand our service offering, supporting our clients' facilities across the globe, making extensive use of our Offsite Manufacturing Facility and Digital Core in Ireland.



EXPANDING OUR LIFE SCIENCES & PHARMACEUTICAL OFFERING

Mercury has experienced high-levels of growth over the last several years. We've moved towards a sector-led approach, focusing on niche markets that improve life in the built environment. We've had a long-standing presence in the pharmaceutical sector since the early 1970s as a Mechanical, Electrical, Plumbing (MEP) contractor, delivering projects for many of the world's leading pharmaceutical and biological companies.

Mercury's Technical Support Services and Fire Protection Teams have also delivered ICT, Facilities Management, Sprinkler, Fire Alarm and Small Works to leading pharma companies. We focus strongly on health & safety, high-quality standards, cost reduction, reliability and execution to deliver world-class projects.

Our Beyond50 Strategy has highlighted an important opportunity to expand our position in the life sciences & pharmaceutical sector beyond specialist services. We will roll out a new offering comprising a full suite of services and contract management across our key areas of operation: Ireland, the UK & continental Europe. We aim to utilise our long-standing relationships with existing clients and develop new relationships to expand our presence in this market.

We're reaching beyond borders for new opportunities in our key sectors, harnessing the reputation we've built over the last 50 years to make it happen.

EMEA AND BEYOND

Mercury delivers complex engineering projects in our key sectors across Europe. We work off a simple principle – when we know the client and the sector we will deliver in any location. We enter a new geographical sector to work with an existing client, not to build a new business. If we know them, we will go with them. It's this client-focused global deployment strategy that has led to our success and growth over the years.

This model has served us very well over the last five years. In 2014, we outlined our Mercury2021 strategy. A key metric was to expand our European market presence. We have doubled our European projects in the last five years and continue to establish new geographies in our key

markets. We now have a well-established presence in Ireland, the UK, Germany, Netherlands, Denmark, Spain, Sweden, Switzerland, Belgium, Poland, Austria & Slovenia.

Most recently we've entered the French and Italian markets to deliver projects as a prime contractor for existing clients. We have also previously delivered projects in Israel and Singapore. Prior to shifting our focus towards Europe, Mercury operated across the Middle East, North Africa and Asia. With the groundbreaking advances we have made in offsite manufacturing and assembly, we are ready to explore re-entering old markets and also entering entirely new markets beyond EMEA, advancing our reach across the globe.

1. Dublin, Ireland
2. London, UK
3. Glasgow, UK
4. Edinburgh, UK
5. Paris, France
6. Madrid, Spain
7. Rome, Italy
8. Milan, Italy
9. Frankfurt, Germany
10. Berlin, Germany
11. Amsterdam, Netherlands
12. Odense, Denmark
13. Copenhagen, Denmark
14. Luleå, Sweden
15. Stockholm, Sweden
16. Warsaw, Poland
17. Zurich, Switzerland
18. Geneva, Switzerland
19. Brussels, Belgium
20. Ljubljana, Slovenia
21. Vienna, Austria
22. Singapore, Singapore
23. Tel Aviv, Israel



SAFETY

Being brave means constantly challenging ourselves to exceed the highest safety standards and raise the benchmark for our industry.

As part of Mercury's rebranding project in 2019, we conducted a survey of key Mercury stakeholders, comprising clients, supply chain partners and staff, to establish how we should present our brand externally based on our existing values. It was clear from an early stage that safety must remain centre stage as our anchor value.

Safety underpins everything that we do. It's a mindset that's firmly fixed in every individual, team and rank throughout Mercury. Safety is embedded in our DNA. It's the bedrock of our delivery, training and processes – it's The Mercury Way. We insist that it is a fundamental component of every facet of our business. Working safe isn't just our policy, it's our duty.

We are dedicated to achieving the highest possible standards of Health & Safety. From design to

construction, commissioning and handover, our safety processes ensure optimum coordination and communication, enabling each project to be constructed safely. Our team understands that by sticking to the safe coordinated plan we can guarantee that our team gets home safely to their families at the end of every day. Safety is personal and our team intervenes proactively to ensure compliance day by day and hour by hour. The mutual respect between our workforce and management means we work as an integrated team with a common goal – to get home safe each day. Through our Environmental, Health & Safety (EHS) policies and procedures, we ensure an industry leading project delivery every time, and most importantly, the safety and wellbeing of all our employees.



Safety is our anchor value – it underpins everything that we do.

RESTRUCTURING WITH SAFETY AT THE CORE

A major component of Beyond50 is to ensure that we always live by our values. The restructuring of Mercury's Environmental, Health & Safety (EHS) function exemplifies this. In order to ensure Mercury continues to be a global leader in Safety, we are making a number of new appointments and restructuring the Mercury EHS team as part of our 'Safety360' Beyond50 project.

The role of Group EHS Director has joined Mercury's Executive Management Team (EMT) and has become more strategic. We have also developed a new EHS Business Partner model aligned with Mercury's Business Unit structure. These initiatives will help us to continue to expand and improve our leading safety capabilities.

Safety360 is all around us.
It lives through our improved
communication, onboarding,
coaching and mentoring.



DEVELOPING A NEW SAFETY COMMUNICATION STRATEGY

As part of Beyond50, we intend to formalise our safety communications strategy, in line with our overarching corporate goals – to communicate with all internal and external stakeholders. Our wide-ranging communications programme consists of regular toolbox talks, monthly campaigns, posters, live events and more. In addition, the recently created Independent Safety Strategy Group (ISSG), which comprises Mercury's senior management and independent voices, will advise our EMT on how we can improve our already excellent safety standards and culture within Mercury.



THE FUTURE OF SAFETY

Our EHS team works alongside internal support functions to add value every day to our project teams. We do this in a practical manner using the latest developments in reporting, information management and analytics technologies. This consistent approach ensures we bring all the tools in our toolbox to each new location, with the same consistent message plus our personal Mercury benchmark – to be best-in-class in any location

we work in across the globe. Mercury's EHS team positively influences every aspect of our projects from design to handover. It works closely with our supply chain and national associations to achieve our goal of continuous improvement, to ensure that our people work safe and get home safe every day.

BEST

OUR PEOPLE

Executing world class projects takes the right people. We use a best-in-class approach to retain and attract the brightest minds. That way we're always equipped with the talent it takes to deliver beyond expectations.



ATTRACTING, HIRING AND ONBOARDING THE BEST

We know that in order to be a leading European contractor we must be able to attract, hire and onboard the best people. We've embarked on a major project to increase the diversity of our candidates, solidify a winning employee value proposition and embed best-in-class recruitment and onboarding processes within the organisation.

We are implementing the use of personal style and behaviour assessments for mid to senior-level hires, to ensure that the people we hire share our values and fit culturally with our ethos. We are also implementing

specific measures to ensure that candidates have the correct specialist knowledge for roles where this is essential.

Long-term, our goal is to provide executives and hiring managers with access to training materials that will help our people conduct interviews to recruit the best candidates. Managers will develop excellent interviewing skills including behavioural interview techniques, interview protocols, documenting results and also building an understanding and awareness of possible and own bias in interviews.



TRAINING AND DEVELOPMENT

Mercury strives to be a continuous learning organisation. We've initiated a Training & Development project as part of Mercury's Beyond50 'Best People' pillar. The project aims to provide a fully rounded development experience for all employees. When a new recruit joins Mercury – whether they wish to become a leader, be a specialist expert or simply do what they do every day as best as they possibly can – we'll put a plan and the necessary resources in place to make it happen.

The plan comprises a blended learning approach including 'on demand' training through LinkedIn

Learning, proprietary in-house training developed specifically to suit our Mercury needs and external specialist training, from day courses to diploma and degree programmes.

We want to push learning 'beyond the classroom' and make it a key component of everyday working life in Mercury. Using this continuous learning approach, our people will upgrade their skills and capabilities on an ongoing basis, enabling them to develop in line with a constantly changing and challenging environment. It will also ensure that Mercury continues to develop and excel.

Our mission is to attract, develop, reward and retain the best people with the mindset we need to deliver sustainable growth.



COMPENSATION AND BENEFITS

Our new compensation structure has been designed to support our vision and values, business strategy, operational and financial needs. The Compensation & Benefits project aims to introduce further transparency to employees and their managers on all aspects of employee compensation according to our newly redesigned Compensation & Benefits Policy.

In line with our company culture, we will communicate openly about the overall goals and design of the compensation plan for all employees. We will work hard

to administer the compensation programme in a way that's consistent and free of any form of discrimination or bias.

The process includes the extensive monitoring of external job markets to ensure fairness and competitiveness in compensation and benefits paid to all employees. Our strategy will be linked closely with our recruitment, diversity & inclusion, career development and recognition processes, to ensure that we are taking a holistic and consistent approach to employee remuneration.



WE ARE LISTENING

We listen to our employees. In fact over the past two years, we have rolled out a strategy to change our communication to ensure that all of our staff working across different business units, geographical locations and projects feel that they are part of our wider Group.

Understanding what we do as a business, who we do it for, and how we do it is an important part of this. We've increased the level of team talks delivered by our Chief Executive Officer and Executive Management Team. We've invested in new digital technologies to help with better communication both internally and externally and we've created

a dedicated communications team within our Sales & Marketing function.

To ensure we are true to our promise, our Beyond50 strategy has been delivered in person (or virtually where this has not been possible, due to Covid-19 restrictions) by our management teams to all staff across Mercury. In addition, regular updates on Beyond50 are made weekly via staff bulletins. All employees have access to the internal Beyond50 website. This gives them full access to information and provides a platform to share their views and get involved. This, in turn, will help deliver our quick win and long-term initiatives.

DIGITAL EDGE AND OFFSITE MANUFACTURING

The technology around us is advancing at a speed like never before and we're moving just as fast. Our continuous investment in the latest digital tools has pushed our capabilities beyond borders, allowing us to deliver large scale projects wherever our clients are.

DIGITAL PROJECT DELIVERY

Digital Project Delivery (DPD) is an initiative aimed at getting the right tools in the right hands. Providing our people with the best digital tools will enable them to deliver projects at the highest level of quality, safety, delivery and innovation. DPD will enable Building Information Management (BIM) integration and digital information management across all business functions, advancing

our digital working processes throughout the design, build and operations lifecycle, while also standardising processes and broadening our efficiencies. DPD also aims to integrate our BIM processes from our Digital Core with our estimation, procurement and commercial departments, collaborating together to enhance our future.

DIGITAL ILLUMINATION

The Digital Illumination pillar encompasses Mercury's data and analytics projects and initiatives. We're transforming into an information-driven organisation through enhancing our people, processes and technologies. This allows us to deliver projects that benefit life and the built environment.

We are developing a data and analytics roadmap to guide us in improving data quality, literacy, connectivity, communication and visualisation. This strategy is outside-in, driven by the needs of our business. While Digital Illumination is already providing

better insights to our people, enabling better decision-making, there is still huge opportunity for further development in this area. We aim to develop our data and analytics maturity to unlock the full potential value of data for our organisation and clients.

Digital Illumination will help us to learn to value structured, clean data that will enable the easy interconnectivity of our core solutions. As part of this project, Mercury will leverage analytics to allow our people to harvest the insights they require to drive evidence-based decisions.



DIGITAL TRIBE

We will develop a technology ecosystem that unleashes collaboration, communication, innovation and knowledge sharing across our entire workforce, enabling our 'digital tribe' across Mercury to achieve more. This involves the creation of a dedicated knowledge vault so

that our project teams can learn from one another's successes, achievements and even their mistakes. This vault means our people have access to the collective knowledge that we hold. It will help to break down barriers between business units, project teams and functions as we work together to achieve incredible things.

Other Digital Tribe initiatives include the successful creation of a dedicated platform for improving awareness and IT skills & applications training for employees. We are also creating a 'next gen' think tank of future leaders and experts. This team will identify new technologies, ensuring we remain agile and perfectly positioned to deal with the challenges and opportunities that we will face in the coming years.

Digital edge delivers a mobile, integrated digital backbone for back office and frontline workers. This seamless transfer of information drives our digital project delivery straight to the edge.


OFF-SITE MANUFACTURING AND ASSEMBLY

Mercury has an extensive offsite manufacturing (OSM) operation and supply chain spanning the island of Ireland, as well as strategic locations in the UK and Europe. Our Offsite Assembly (OSA) Hub in Co. Kildare is easily linked to Dublin Port. This enables us to send fully assembled, highly detailed and complex modules into Europe and beyond for key clients in the Data Centre, micro processing, life sciences and pharmaceutical sectors.

As a prime contractor with whole-lifecycle scope, delivering design, build, commission and operation, we're constantly evaluating innovative ways to improve our delivery. Offsite manufacturing combined with leveraging the use

of virtual model data has a positive impact on all major pillars of construction: safety, cost certainty, programme management, quality & sustainability & waste reduction and geo-resilience. From fully completed chilled water pipework systems, to fully coordinated MEP risers and above ceiling sectional horizontal services distribution, to high-purity cleanroom grade systems, our offsite manufacturing capabilities are extensive, comprising anywhere from 5% to 35% of contract values, depending on the project.

Our investment in technology and our digital transformation have made OSM & OSA more desirable and achievable than ever before. It has given us the ability to ensure



every module is completed to the exact specification required and delivered to site 'just-in-time'. As our digital strategy develops, our land borders are diminishing. We have refined these processes and fully digitalised them to the extent that we can confidently move them to any country in the world.

As part of Beyond50, we aim to build on our existing OSM & OSA strategy and capabilities through constant R&D, looking at the latest developments in digital technology. We continue to evaluate the trade-offs between offsite and onsite manufacturing and are currently exploring opportunities to increase the level of offsite activity on projects where

we can prove that it will benefit our end clients. We are also currently testing technologies that utilise 4D modelling and Augmented Reality (AR) to reduce non-value-add activities, facilitating greater insights into the visualisation of the complete module manufacturing process, considering safety, material selection, equipment, workflow, and people.

Our multidisciplinary Offsite Manufacturing team, with representatives from our support functions and all business units, meet up twice a month to share knowledge, collaborate and further develop our OSM strategic roadmap.

The Offsite Manufacturing market is redefining our industry and we're leading the charge. Our expansive OSM strategy and capabilities will ensure our success continues to mount as we step into the future.

QUALITY

We've built our reputation over the last 50 years through our unwavering commitment to quality and we won't stop now. We're constantly evolving, pushing the limits of what we can achieve and setting the highest quality standards in our industry.

Quality is one of our core values. Every day is another opportunity to raise the benchmark. At Mercury, we place quality firmly in the cloud through our Digital Construction Management Platform (DCMP). Along with supporting our digitalisation and sustainability initiatives, this approach supports not only our leaders and managers, but also all our office and site-based staff, with real-time access to live project quality performance indicators.

Our quality roadmap for Beyond50 was developed through a detailed grassroots review of multiple Mercury sites across Ireland, the UK and continental Europe. This has enabled us to apply a holistic framework of initiatives to enhance quality in areas such as client satisfaction, innovation, culture, process, standards, staff and supply chain.

We look at quality through a fresh lens. Our holistic approach to delivery ensures nothing is ever overlooked.



QUALITY AT MERCURY

We believe that collaboration and communication with our client teams, staff, supply chain and other key stakeholders is the key to having a best-in-class quality culture. As part of our plan to improve our quality culture, we've introduced a digital quality induction for all operatives to ensure we always live our value of getting things right the first time.

We have also initiated Quality Notice Boards on all our projects, which are updated monthly with new themes, both group-wide and project specific. The Quality Notice Boards are interactive with integrated QR codes which give us the ability to communicate all benchmarks and first of a kind (FOK) requirements to all site personnel with a phone or tablet.


ONGOING QUALITY COMMUNICATION

This year, twenty-two members of our Quality Assurance (QA) team became independently certified internal auditors, accredited by the Chartered Quality Institute (CQI) and International Register of Certified Auditors (IRCA). This will ensure active and constant adherence to our Quality Management System (QMS), procedures and process at all times. Enhancing the process further this year also saw the introduction of our new Civil, Structural, and Architectural (CSA) quality delivery framework along with full digitalisation of our commissioning processes.



INNOVATION AND COLLABORATION

As we look to innovate in all areas, quality is no exception. One of the first initiatives in our Beyond50 quality programme in 2020 has been to digitalise the process of quality handover and inspection of Offsite Manufacturing (OSM) modules with our supply chain partners. In these unprecedented times, we also applied the most innovative technologies, such as the Microsoft HoloLens, to conduct remote QA walks, Site Acceptance Test (SATs), Factory Acceptance Tests (FATs) and placed virtual OSM modules on-site through mixed reality, reducing the need for physical presence where possible, yet examining quality closely.



We've worked hard to build a leading quality culture. It's driven through collaboration and open communication with our client teams, staff, supply chain and key stakeholders.

CLIENT SATISFACTION

We consistently deliver high-quality projects. This ensures that we win repeat business with our key clients. We proved this recently through the delivery of a data centre project which achieved zero-defects and zero-snags at project completion – a clear demonstration of our commitment to the highest levels of quality. The project was also completed without a single accident or incident, highlighting the strong correlation between a

quality project and a safe project. Enhancing quality never stops. Mercury is currently developing its QA Roadmap for 2021, the next step of our Beyond50 Quality journey. This is once again being carried out with a customer and collaborative focus. We will continue our drive towards enhanced quality in products, services and processes in support of our promise to always deliver value to our clients.

CSR AND SUSTAINABILITY – OUR PLANET, OUR DUTY.

Our planet needs us now. We're determined to do our part and we've put the resources in place to make it happen. Beyond50 will ensure that sustainability reaches through every part of our operations.



At Mercury, we believe that it's everyone's duty to play their part to improve the quality of life on our planet. We have launched 'Our Planet, Our Duty', a key component of our Beyond50 strategy. We are committed to the adoption and promotion of good corporate governance approaches in all our business activities. This includes providing a safe and sustainable environment for customers, staff, contractors and suppliers. We are also very cognisant of our responsibilities as a member

of the local community and society as a whole. Through our operations, we're determined to make a positive contribution to the communities in which we operate, to our employees, to our business partners and to the environment. Our five strategic principles of responsible business have been created following discussions with our key stakeholders. This demonstrates our commitment to sustainability, ethical best practice and continuous improvement.

OUR PLANET, OUR DUTY.



A woman's profile is shown in silhouette, facing right. Inside her head, a large, vibrant green tree with dense foliage is visible, symbolizing nature and growth. The background is a soft, warm light. A thin green line runs diagonally from the top left towards the center. Another thin white line runs diagonally from the bottom right towards the center, intersecting the tree. A horizontal white line is also visible near the woman's neck.

It's not enough to just reduce our impact. We're determined to positively contribute to all the communities we operate in – from our employees to our business partners and to the wider world.

PEOPLE, WELLBEING AND SAFETY

Mercury is committed to creating a working environment where health, safety and wellbeing is our top priority. We strive to create an inclusive working environment which values the diversity of all our employees. We aim to ensure that all processes are transparent and all employees have equal career and development opportunities. We are committed to prioritising the improvement of occupational health & safety, employee wellbeing, diversity & inclusion, security practices and human rights assessments.

TECHNOLOGY AND INNOVATION

We strive to achieve incredible things in areas such as digital construction, offsite manufacturing and modern construction methods, lean principles and more. We are committed to applying all these principles to our sustainability journey.

OPERATIONS AND VALUE CHAIN

We are committed to engaging with all our supply chain partners to drive sustainability, good governance and overall best-practice working practices. Our due diligence processes promote anti-corruption as well as fair, transparent and truly competitive practices. These continue to be a key focus for our business as we grow in size.



SOCIETY & COMMUNITY

We are committed to engaging with the communities in which we are located. We strive to ensure our projects respond to the needs of the local community and address some of the environmental and societal challenges that impact them.



WINNING CULTURE

Maximum performance is achieved by having a winning culture where our people feel empowered to do their best. Our focused effort to optimise internal structures will guarantee our sustained growth and success for the future.

ACCOUNTABILITY AND GOVERNANCE

A key component of Beyond50 is the continuous improvement of governance structures within Mercury as we grow over time and aim to sustain ourselves as a business. One of the first steps has been to double our Executive Management Team (EMT) from 6 to 12 people. We've also created an EMT Charter, which sets out the expectation for our senior leadership to all key stakeholders including our employees, supply chain partners and clients.

Over the lifespan of Beyond50, Mercury will continue to improve Accountability and Governance structures to ensure that we are set up for sustained success. These structures will help to keep us fully transparent and accountable to all of our stakeholders, ensuring that we have best-in-class procedures in place to deliver continued sustained growth.



BETTER TOGETHER

At Mercury, we believe that to achieve incredible things, we must all work together in collaboration. The Better Together project aims to break down barriers across Business Units and Functions within Mercury. Further reinforcing a 'team mentality', the project will create an environment to maximise performance and give our support functions and operations teams every opportunity for success.

In particular, we have identified an opportunity to improve our internal processes so that our estimation, procurement, commercial and

operations teams will work together from the outset of each project. Our multidisciplinary teams will collaborate together from the bid stage, through to pre-construction and all the way to project delivery.

Better Together begins with our senior management, who will lead by example in how we communicate with one another. Improved communication between different teams and projects will lead to improved understanding, processes and reduced time and costs.

A culture where leadership and accountability thrive is vital. This will guarantee that we continue to execute projects with absolute precision as our operations scale.



MERCURY EMT CHARTER

AS THE MERCURY EMT, WE COMMIT TO:

1 | Actively respect one another for the collective and continued success of Mercury;

2 | Embrace and fully understand our clients' current and future requirements;

3 | Create a safe environment where our people can achieve their ambitions and excel, to support our shared goals;

4 | Invest in and nurture a culture of innovation and technology to sustain our growth and redefine industry standards;

5 | Embrace change and listen to our diverse workforce as we evolve;

6 | Continue to implement and hold ourselves to account to create a sustainable culture of ethics and compliance in a structured manner;

7 | Share resources, knowledge and rewards;

8 | Improve communications to deliver clear messaging to connect our people across the group;

9 | Remain grounded and passionate about what we do, assuring the safety of our team and clients, whilst caring for one another's wellbeing.

OUR SECTORS

Mercury is focused on new regional opportunities in our traditional sectors, leveraging our vast experience and clients' trust.

ENTERPRISE DATA CENTRES

Mercury is Europe's most experienced Enterprise Data Centre service provider. We go beyond to meet the challenges of the ever-growing Enterprise market. Over the last 20 years our highly skilled international teams have successfully delivered data centres for some of the world's largest data centre companies. Our cutting-edge construction methods mean we consistently deliver highly complex and specialised turnkey services. We design, build, plan, construct and commission data centres using the highest levels of safety, quality and delivery. We then manage the maintenance of facilities post-construction.



ADVANCED TECHNOLOGY AND LIFE SCIENCES

Mercury has been at the forefront of Advanced Technology & Life Sciences projects for almost 50 years in Ireland & Europe. We deliver bespoke and large scale projects for the world's largest semiconductor manufacturers, pharmaceutical and biologics companies. We find opportunity in challenge, leading the way forward with unrivalled levels of expertise. World-class projects demand the best. That's why we make extensive use of innovative

methods such as BIM, LEAN and off-site fabrication. Every project we undertake is underpinned by exemplary health & safety, high-quality standards, cost reduction, reliability and execution.

HYPERSCALE DATA CENTRES

We deliver unrivalled Hyperscale Data Centre services across Europe. We are a general contractor as well as providing a variety of specialist services. Our highly skilled project teams have delivered data centres for over two decades. Our relentless dedication uniquely positions us to provide

a highly complex and specialised turnkey service. From design & build, planning, construction and a commissioning right through to facility management and operational support, we ensure safety, quality, innovation and value engineering every time.

FIRE PROTECTION

We're a world leader in the field of specialist Fire Protection services. With over 40 years' experience, our clients can rest assured that we will deliver everything needed to meet health & safety, legal, regulatory and insurance requirements.

As one of only a few companies certified to install water-based sprinkler, gas suppression and fire

alarm systems, we offer unique solutions to meet our clients' specific compliance requirements. We can deliver complex turnkey projects, from planning and design right through to final handover and regularly scheduled ongoing maintenance, prioritising safety and quality for our clients and their stakeholders every time.

TECHNICAL SUPPORT SERVICES (TSS)

Our TSS experts have the in-depth knowledge to fulfil each client's vision. We deliver the full suite of colocation white space fitout services. This includes structured cabling installations complete with certified design capability, fire alarm & gas detection and hot & cold aisle containment.

Our Mercury data centre decommissioning & upgrade project teams have the in-depth specialist experience required to work in 'live' environments.

DATA CENTRE FACILITY MANAGEMENT

We have continued our journey of expansion into providing specialist data centre services, to create a dedicated facilities management & maintenance support service offering for some of our clients in this expanding market.

Mercury's Data Centre Facility Management services means we're uniquely positioned to offer clients a Design-Build-Operate contracting model. This strategy ensures we are 100% accountable for the client's building throughout its entire lifecycle. Warranties can be effectively maintained as the contract moves from construction through to operations. Mercury's facility team will mobilise to the client's data centre in parallel with construction to ensure our team are familiar with the building, the systems, the local supply chain and the client before the construction project is completed. Through implementing this strategy, our facilities teams can then contribute to the design and build of the client's next project improving efficiencies and reliability through this continuous improvement cycle.



HEALTHCARE

Mercury is a world-leading healthcare construction service provider. Our multidisciplinary teams have over 15 years' experience executing all aspects of mechanical & electrical services and installations across Ireland, the UK and Europe. We redefine industry standards, always delivering world-class healthcare facilities. We combine a highly experienced workforce with the latest innovations and technologies.

BUILDING SERVICES

Mercury is a leading European Building Services provider. Our specialist teams deliver shell & core and fit out services for a diverse range of developments, from office to retail and so much more. Our teams work on both private and public sector projects across Ireland, the UK and continental

Europe. Our people are driven to make it happen for our clients – no matter what. We believe in the continuous development of our staff. That way we can deliver innovative design solutions, going above and beyond in our project delivery.



YOUR VISION, OUR DUTY.

Mercury House, Ravens Rock Road,
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