



Established 1859



JOHN SISK & SON

# Gender Pay Gap Report

2018

**Our commitment is that we will provide a safe, engaging and inclusive workplace where everyone is valued equally.**



# Our gender pay gap report 2018

John Sisk & Son is a family owned business and is proud to be celebrating its 160<sup>th</sup> year in operation. At our core, is a commitment to provide a safe, engaging and inclusive workplace where everyone is valued equally.



Stephen Bowcott  
Chief Executive Officer, John Sisk & Son

### EQUAL PAY

As an employer, Sisk provides equal pay to men and women who are undertaking the same role. We monitor this regularly to ensure that parity is maintained.

### OUR GENDER PAY GAP

The gender pay gap is more complex. It shows the difference in the average pay between men and women in our company. The gender pay gap results from gender imbalance. By this we mean, having fewer women in senior roles relative to men.

The findings contained in our 2018 gender pay report, show that we are making progress to close our gender pay gap, but more change is needed and at a faster pace.


### KEY CAUSE OF OUR GENDER PAY GAP

Like so many other construction companies, the key driver of our gender pay gap is the challenge we face to attract females into the sector. This results in fewer females in senior positions than we would like.

### OUR PLAN TO CLOSE THE GAP


We are committed to taking a leading role to encourage the next generation of talent, particularly young females, to pursue a career in construction. We will also do all that we can to retain and advance our existing female employees. This is the only sustainable way to address the gender pay gap in the long term, both in our sector and in our company.

**Pay gap**



**IS THE DIFFERENCE IN AVERAGE PAY BETWEEN TWO GROUPS IN A WORKFORCE.**

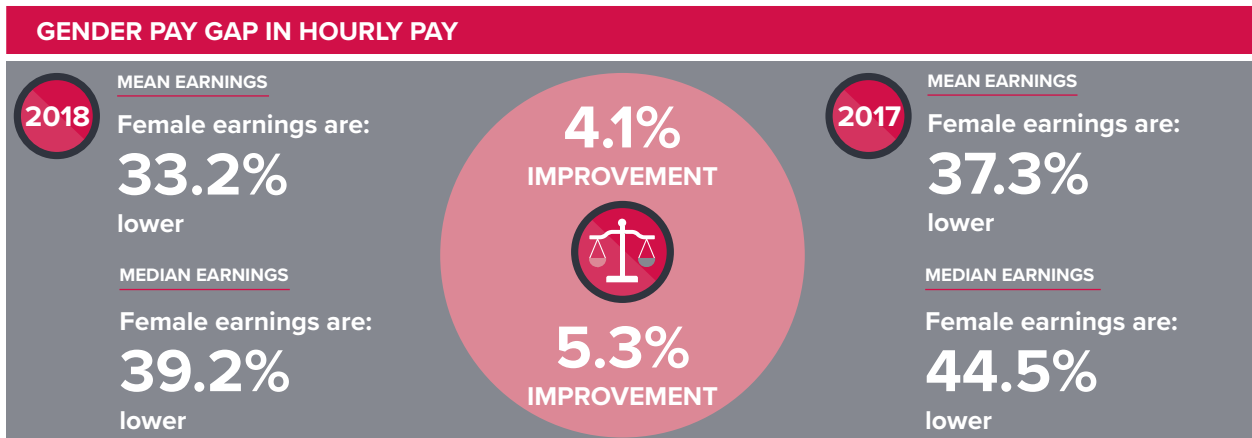
**Equal pay**



**IS PAYING THE SAME TO ALL EMPLOYEES FOR UNDERTAKING THE SAME OR SIMILAR WORK.**

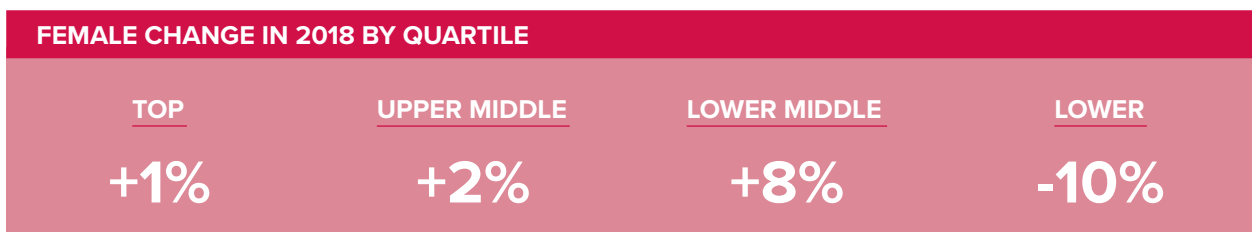
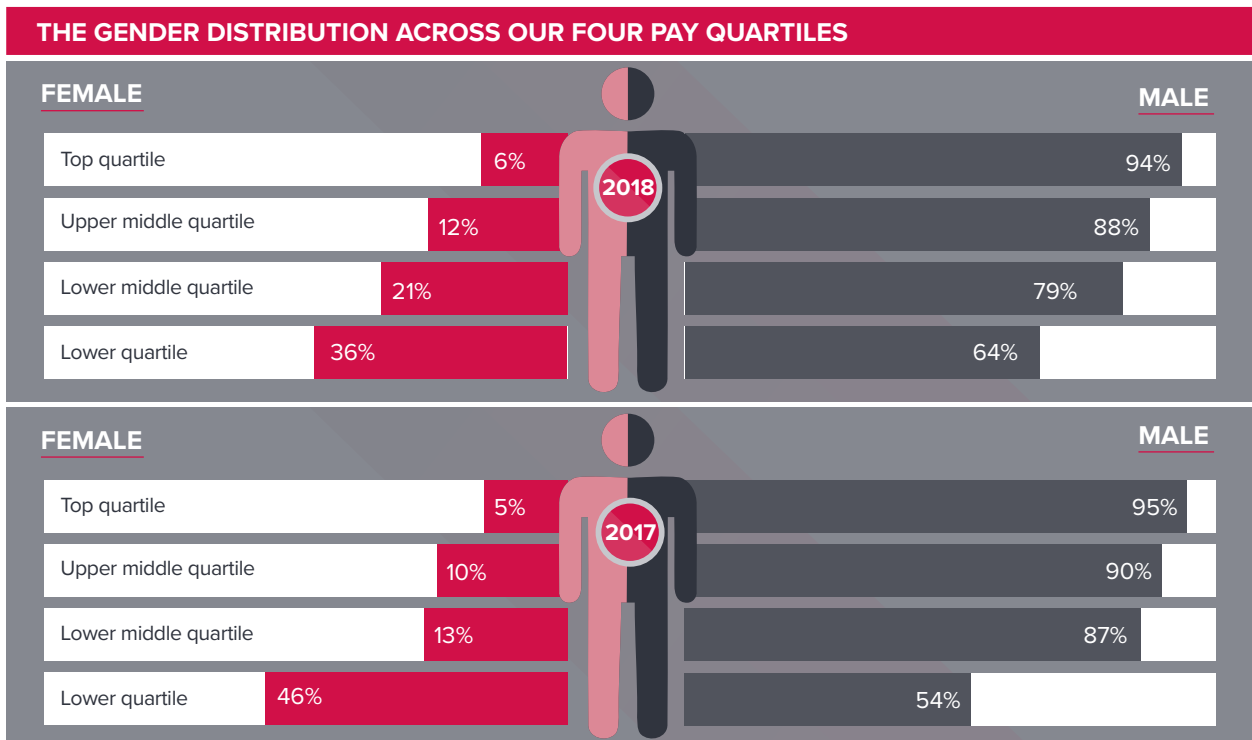
# Our gender pay gap data

The gender pay gap shows the difference in the mean and median hourly full-pay earnings of males and females in Sisk. Our 2018 pay gap is shown below, as well as how this compares to our 2017 data.



## THE PAY QUANTILES

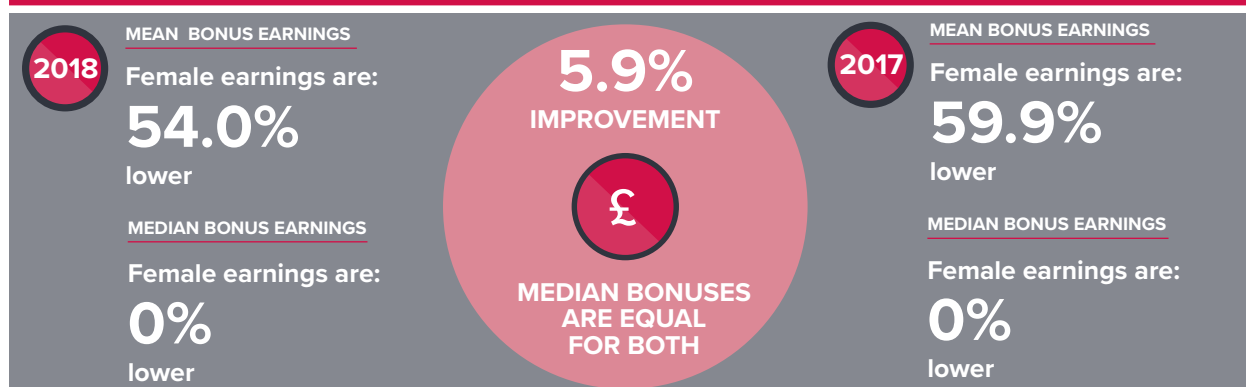
The pay quartiles show the gender distribution across four equal pay quartiles.



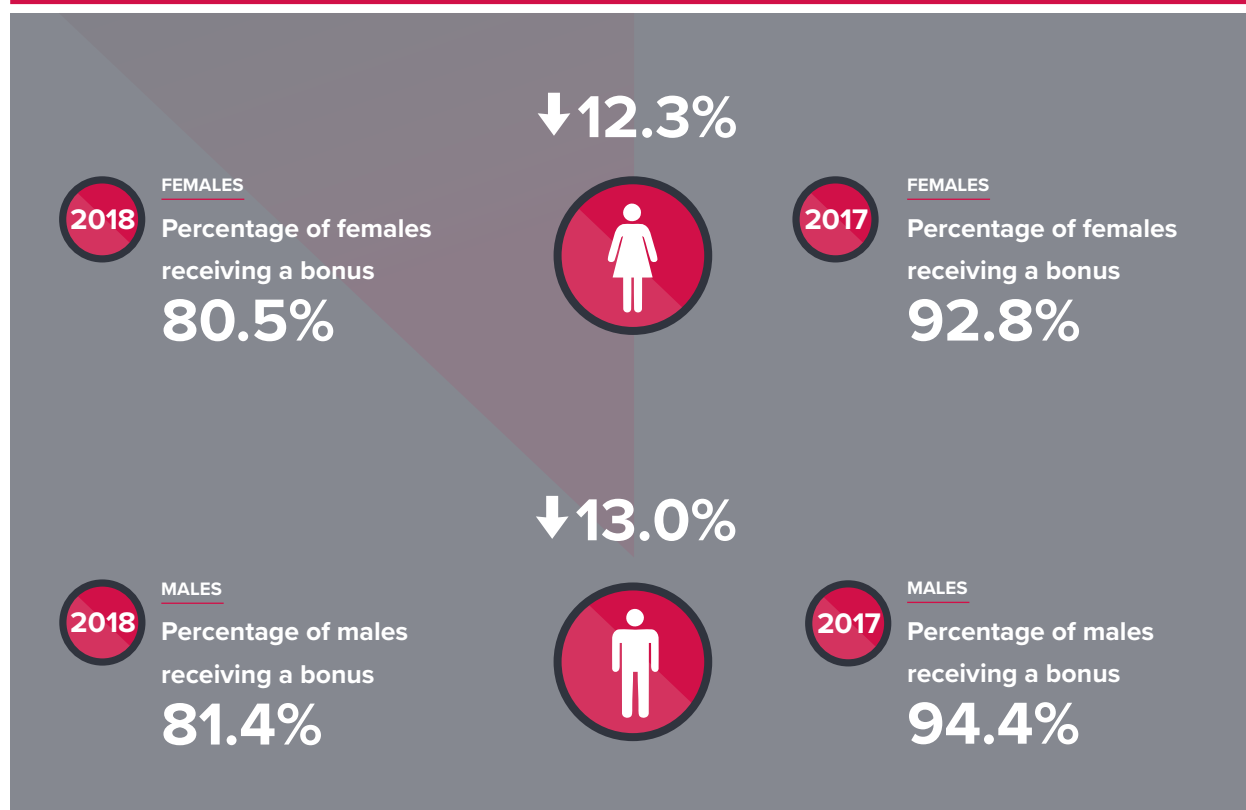
## BONUS GENDER PAY GAP

The mean and median calculations are also shown to compare bonus payments paid for the year to 5 April 2018 to both males and females. The proportion of both males and females receiving a bonus/incentive payment in the form of cash or a Christmas voucher is also reported.

### DIFFERENCE IN BONUS PAYMENTS



### PROPORTION RECEIVING A BONUS PAYMENT IN THE 12 MONTHS TO 5 APRIL 2018







## What does our pay gap data tell us?

In 2018, we are pleased to report a 4.1% improvement in our mean and a 5.3% improvement in our median gender pay gap.

We are pleased to report modest improvements in female representation in our pay quartiles and to also show an improvement in our relative male and female bonus payments.

The proportion of both males and females receiving a bonus in 2018 is down on 2017. This is due to the number of new staff members that joined our business towards the end of 2017 who were not eligible for a Christmas bonus.

Sisk provides equal pay for men and women in our business. However, a gender pay gap of 33.2% prevails, which does not reflect where we want to be. We know that a gender pay gap will persist until there is an equal proportion of men and women at all levels in Sisk. Attracting females to construction and to Sisk is the only sustained way to close our gender pay gap. Currently, we have 19% females and 81% males in our UK Business and the split is 85% males and 15% females in our business overall.

We have identified a number of initiatives, both immediate and longer term, to maintain the momentum to close our gender pay gap in 2019 and beyond. These initiatives are set out in our gender action plan, which we are delighted to share in the following section of this report.

# Action plan on our gender pay gap

Our goal is to create an environment where inclusion is part of the fabric of our business. We recognise that to be successful, our gender action plan requires the right culture, along with senior leadership support, the commitment of our diversity forum and clearly defined targets.

As part of our Gender Pay Report 2017 we developed a five year gender action plan. This plan set out immediate and longer term initiatives to attract females to the construction sector and to Sisk, and to ensure a level playing field to support female progression. Key updates on this plan, one year on are set out below:

## ONE

### ENSURE A ZERO PHILOSOPHY TOWARDS PAY INEQUALITY

Our target is 100% pay parity for all employees engaged in similar work.

Our commitment is that pay equality will continue to be reviewed regularly to ensure that gender parity is maintained. We are absolutely committed that pay inequality will in no way contribute to the gender pay gap in Sisk.



## TWO

### ATTRACT FEMALES TO SISK

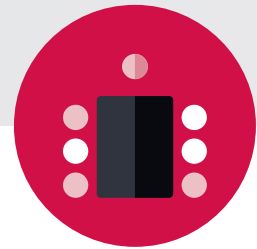
Our target is that by 2022, 25% of our staff will be female. Presently, we have 85% males and 15% females in Sisk overall. We are also targeting 25% of our graduate intake to be females by this year also.

Sisk are an equal opportunities employer. We believe in appointing the best candidate to the job.

To attract more female applicants the following initiatives are underway:

- A review of our job advertisements to ensure that we use gender neutral language.
- Unconscious bias training among our managers.

We plan to track gender data at each stage of the recruitment process. The overall aim being to increase our female hires and achieve our target of 25% female representation both in our business overall and in our graduate population.







## THREE

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### LEVEL THE PLAYING FIELD

Once on-board, we have also developed a range of initiatives to help our employees, both male and female, to build long term careers with Sisk. A summary of such actions include:

- We consider all applications from all employees for flexible working. We commit to meeting these requests where reasonably possible. This year, we have also asked each employee as part of our annual performance development process to consider what actions could be taken to help them achieve a better work life balance and are implementing these suggestions where possible.
- We introduced an early finish for staff every Friday to support improved work life balance.
- Career planning has been incorporated into our performance development process to ensure that each staff member has a documented career plan to support their personal and professional development.
- Our female specific programmes 'Bridge the Gap' to support females returning from leave, 'Women at Work' to support female development and 'Access all Areas' to support female progression into a broader spectrum of roles are underway.



## FOUR

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### ATTRACT FEMALES INTO THE SECTOR

Our long term goal is to drive a sustained improvement in female participation and progression in our business, as well as the wider construction sector. We aim to achieve this by actively seeking out opportunities to promote careers in STEM (Science, Technology, Engineering, Maths) and the construction sector to students. Such initiatives undertaken in the past year to support this goal include:

- Partnership with IWish, which is an initiative to inspire, encourage and motivate young female students to pursue careers in STEM.
- Sisk are a proud supporter of Engineers Week. This initiative aims to raise the profile of engineering to school students.
- Sisk were delighted to be part of a number of STEM Women events in the UK during 2018. The aim was to promote construction opportunities to female students.
- We continue to take an active role in industry wide campaigns such as those led by Considerate Constructors and the CIF '#BuildingEquality' initiative.
- We have also become a Ten Steps WISE (Women in Science and Engineering) signatory. This is to support and demonstrate publicly our commitment to the diversity agenda within STEM industries around attracting, developing, retaining and progressing women in the workplace.

We recognise that attracting more students, particularly females into the construction sector is a long term goal for our whole industry. We look forward to championing change in female representation in our sector and in senior roles and in moving the dial positively on our gender pay gap.

## Working to create an inclusive workplace

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I joined Sisk as a Graduate Engineer in 2004 and am currently fulfilling the role of Project Director. I have worked on a variety of new build projects with some great colleagues who have supported and mentored me throughout my career. I have participated in a range of development programmes in Sisk, to support my personal and professional development. These have all enabled me to build a long term career with Sisk.

”

Leanne Broderick  
Project Director



“

I joined Sisk in 2016 as a Graduate Quantity Surveyor on the Company's graduate development programme. I have worked on a range of projects in Ireland and the UK, attended a variety of learning and development programmes and am currently working towards my Chartership. I am passionate about promoting positive career development for females and highlighting positive role models. As such, I along with another female Quantity Surveyor, Bernadette Morrissey from PJ Hegarty & Sons, established a programme for females in the construction sector, called *Changing the Narrative*. We are very proud to be part of the property and construction industry. The aim of our programme is to run industry wide events to help make construction a better place for women and to encourage more females to join the sector.

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Aisling McNamara  
Graduate Quantity Surveyor







# DECLARATION

We confirm that our data has been calculated in accordance with the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



A handwritten signature in black ink that reads "Gerard Penny".

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Gerard Penny  
Finance Director



A handwritten signature in black ink that reads "Sean Fitzpatrick".

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Sean Fitzpatrick  
HR Director

## ABOUT SISK

John Sisk & Son is an innovative, international, engineering and construction company.

We are a progressive business with long term vision, operating since 1859. We have a long tradition of delivering iconic landmark buildings and have extensive operations across Ireland, the United Kingdom and mainland Europe.

Sisk recently completed a major redevelopment and restoration of London's Royal Academy of Arts. We are involved in the major redevelopment at Wembley Park in London, the construction of the new International Convention Centre at Celtic Manor in Wales, as well as a number of significant civil engineering projects across the UK.

In Ireland, Sisk is currently building the new Center Parcs in Longford, leading the redevelopment project of the Curragh Racecourse in Kildare and are currently building the major Grangegorman educational project for Technological University Dublin (TUD), as well as being active on a range of commercial and residential projects.

In Europe, Sisk is currently involved with multiple projects for a range of clients.

[www.johnsiskandson.com](http://www.johnsiskandson.com)





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