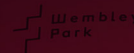




Established 1859

Founded 1999



WE ARE JOHN SISK & SON

Gender pay gap report

2020

WWW.JOHN SISK AND SON.COM

Foreword from our CEO

Sisk is a family owned business operating for 160 years. We are underpinned by our core values of Care, Excellence and Integrity which sit at the heart of who we are and how we treat our people.

Our commitment to a safe, engaged and inclusive workplace is fundamental to how we operate, and we will be relentless in seeking to take opportunities to improve.

The gender pay gap report represents an important annual statement of our progress in the challenges of gender pay and gender balance within Sisk. As of 2020 we have started to report on our Ireland and the Group-wide data in addition to the legal requirement within our UK business.

We are acutely aware of the challenges we, along with the construction sector, have in consistently attracting, retaining and promoting women within our organisation. This represents a significant missed opportunity of untapped talent that we are working hard to address.

Stephen Bowcott
CEO



Our Gender Pay Gap Report 2020



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 from when the first gender pay gap report was published in 2017 to present, show that we are making mixed 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 Approach

Our goal is to ensure that inclusion is part of the fabric of our business and that our culture and environment allows all individuals to thrive and contribute to our success without barriers.

In the past year we have; refocused our Equality, Diversity & Inclusion (EDI) Steering Group, gained Board level EDI sponsors in both the UK and Ireland, and utilised a gender-targeted employee resource group to help people connect and have more open discussions about diversity. We continue to partner with WISE and commenced our partnership with the Irish Centre for Diversity to gain an external view on our activity and progress.

We also recognise that this is a journey and sustained focus and effort is required in the years to come, which is why EDI is now at the heart of our business strategy.

As part of our first Gender Pay Report in 2017, we developed a five-year gender action plan to 2022. 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. Our updates and activities for 2020 in these areas are set out below.

01

Ensure a Zero Philosophy towards pay inequality

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

We remain committed to pay inequality having zero impact on our gender pay gap. We will constantly audit pay across our employee population to ensure gender pay parity is maintained.



02

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 as a group, with slight variation between our UK (19%) and IRL (12%) businesses. We continue to work in reaching our 25% target of our graduate intake to be females by this year also while ensuring we appoint the right candidate for the job at any level within the organisation,

Progress has been made in our emerging talent programmes and we are on course to have 32% of our 2021 graduate cohort as female. A focus on experienced hires is equally important, as such we will be looking into reskilling talent from other sectors / professions and putting more emphasis on the returners' support. Since the introduction of the enhanced 26-week maternity pay in 2019, we have been delighted in welcoming 93% of female returners to the business after maternity leave period.





03

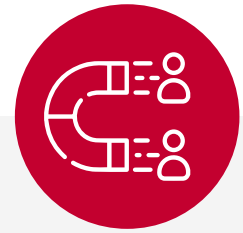
Level the playing field

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.

In accordance with our values, Sisk has a strong tradition of developing talent internally.

Our intent is to continue to build an inclusive environment at Sisk for everyone to feel they can bring their whole self every day. Specifically, we are committing in 2021 and beyond to the following:

- Launching a structured mentoring programme in 2021 to develop, coach, support and sponsor females throughout their careers.
- Rolling out a company-wide Inclusive Behaviour awareness initiative to educate our staff on the impact language and bias can have on the culture of the organisation.
- Utilising our Building Gender Balance Network / Employee Resource Group to further inspire, educate and connect our male and female colleagues to support equal career progression.
- Running gender balance checks during succession planning and development programmes selection processes.
- Reviewing our flexible working policy to reflect current working practices



04

Attract females into the sector

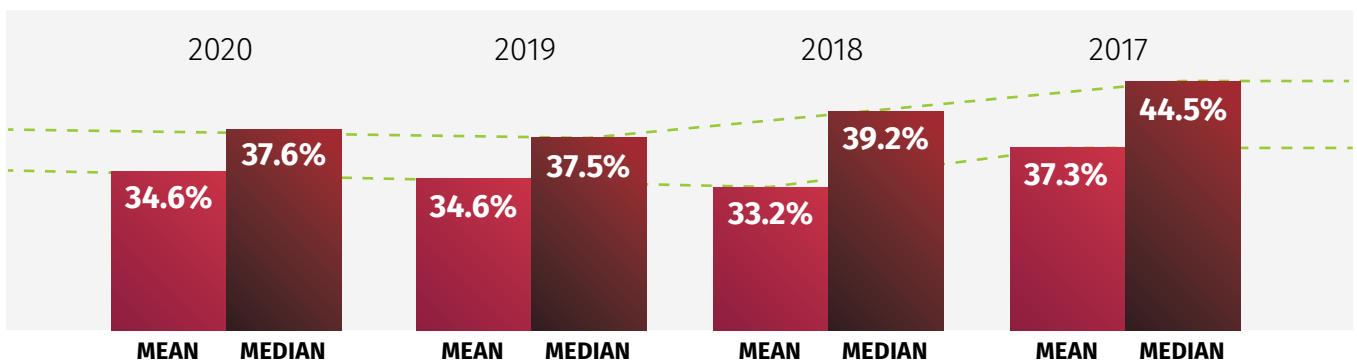
Our long-term goal is to drive a sustained improvement in female participation and progression in our business, as well as the wider construction sector.

We will continue and expand our approach to school outreach and the promotion of STEM opportunities in the Construction sector via the STEM Ambassadors programme set up in 2020. Participating in STEM Women events and organisations like WISE provide an opportunity for our female role models to share their career success stories. In addition, we will look to expand our understanding and influence by engaging with our industry partners to generate a sector wide response to gender challenges within Construction.

Our Gender Pay Gap Data UK

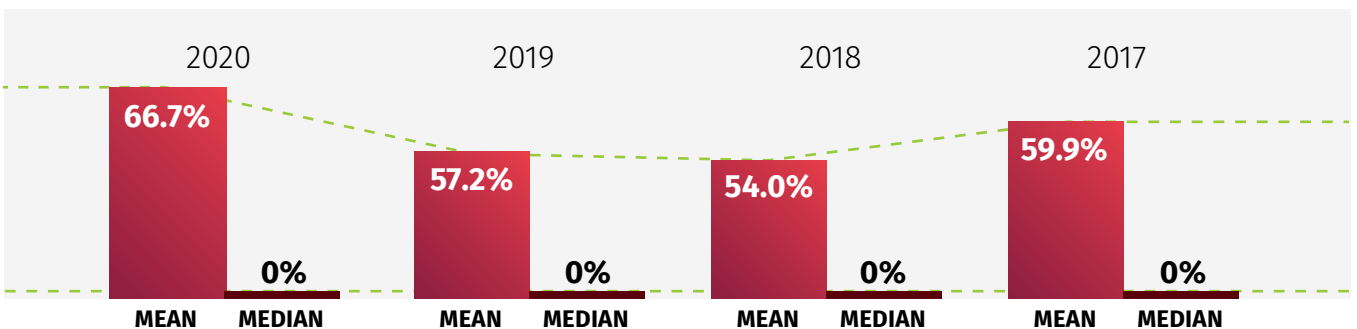
The Gender Pay gap shows mean and median hourly full-pay earnings of males and females in Sisk.

GENDER PAY GAP IN HOURLY PAY. *FEMALE EARNINGS % LOWER*

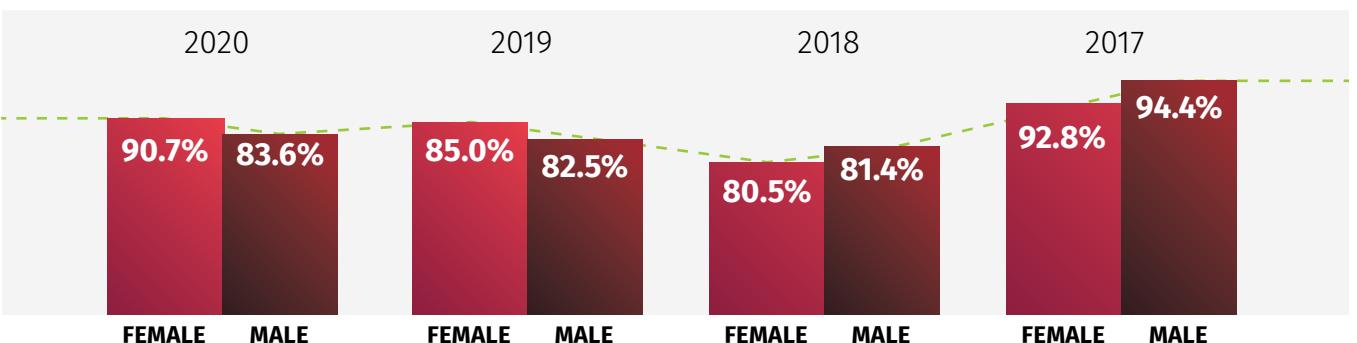


BONUS GENDER PAY GAP

The mean and median calculations are shown to compare bonus payments paid for the year to 5th April 2020 to both males and females. The proportion of both male and females receiving a bonus/incentive payment in the form of cash or Christmas voucher is also reported. *FEMALE EARNINGS % LOWER*

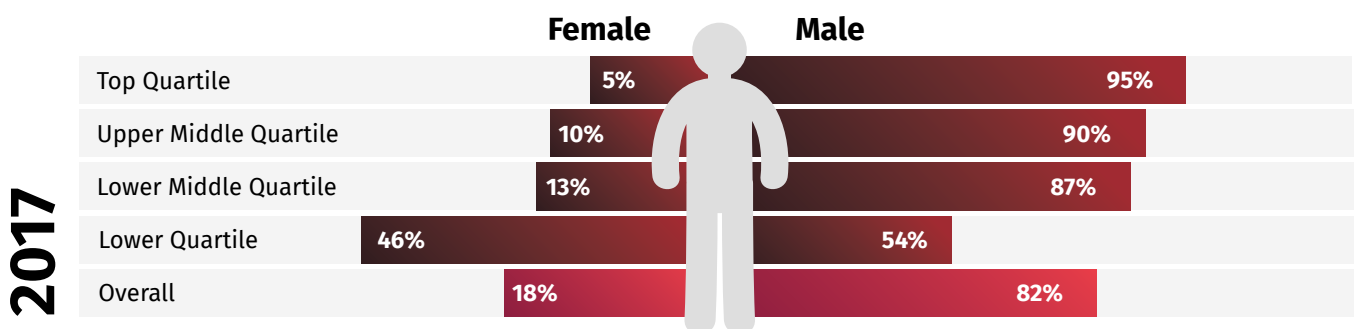
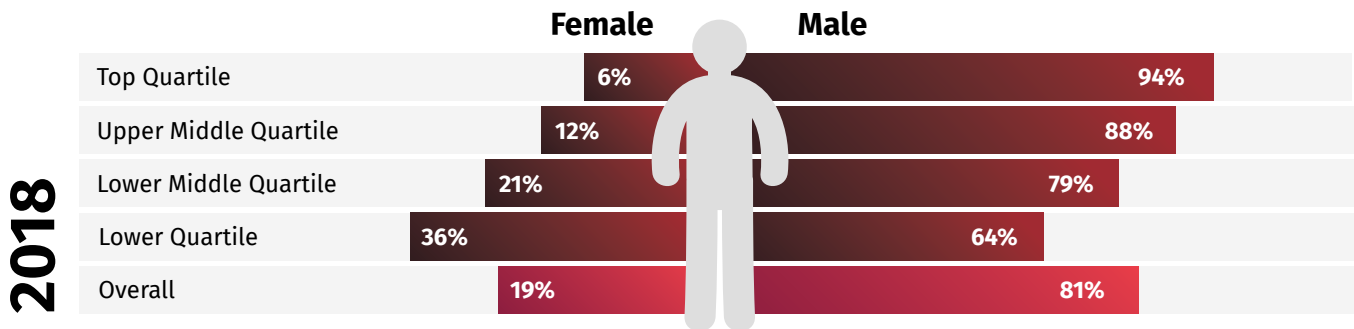
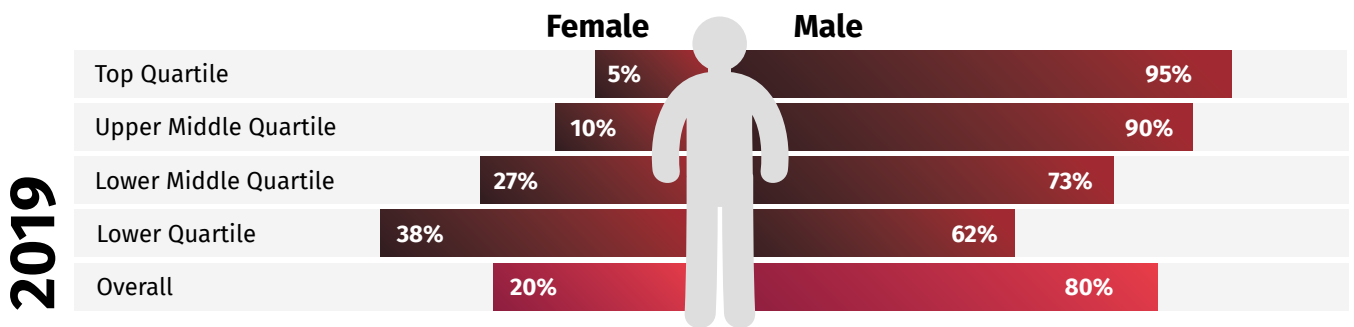
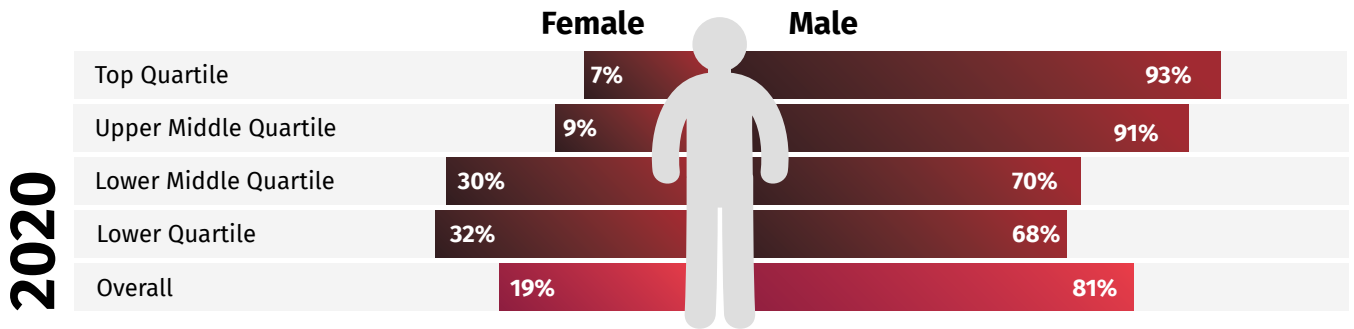


PROPORTION OF MALES AND FEMALES RECEIVING A BONUS PAYMENT



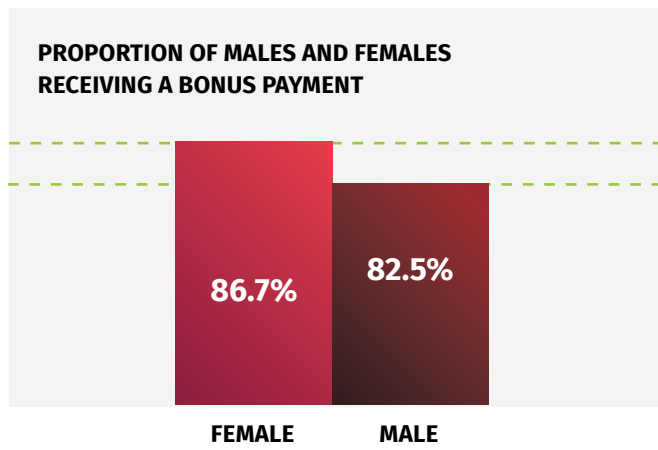
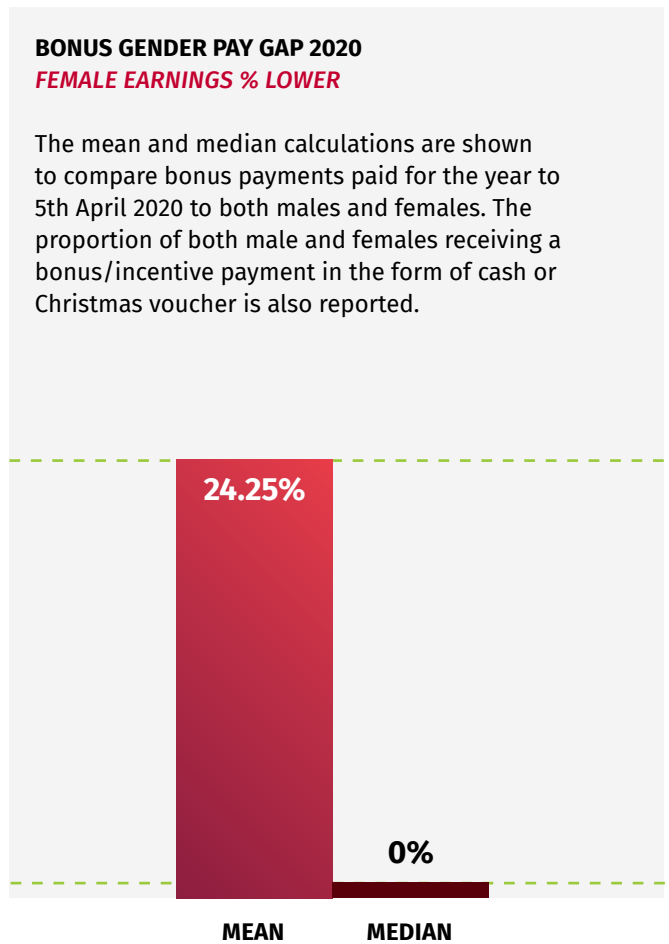
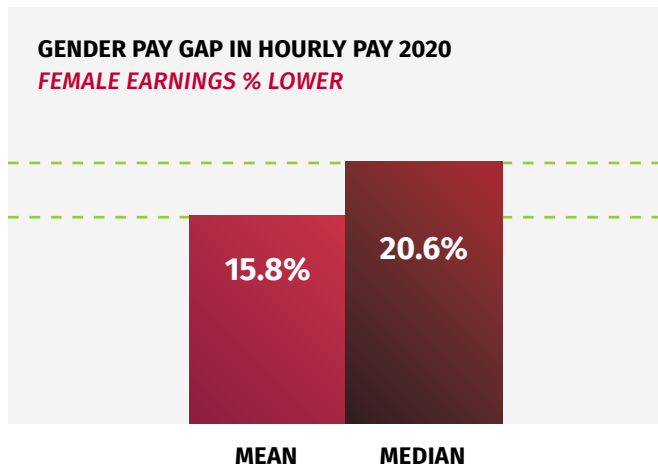
Our Gender Pay Gap Data UK

GENDER DISTRIBUTION BY QUARTILE

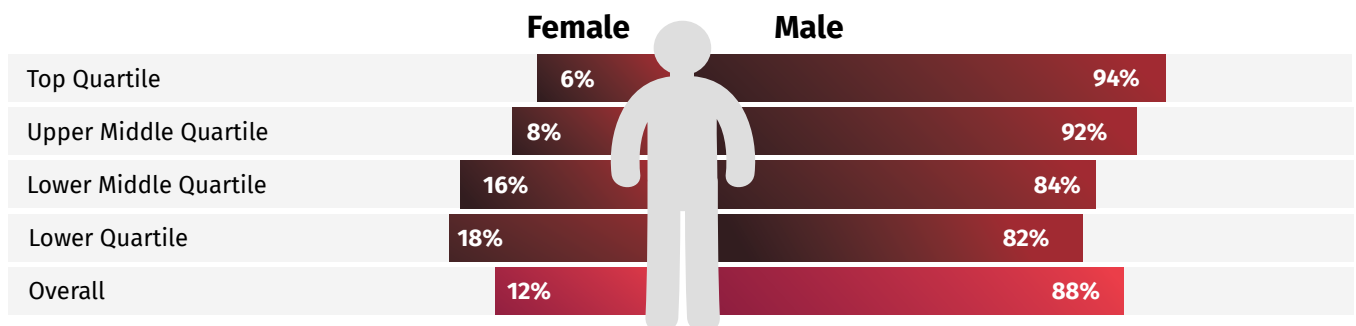


Our Gender Pay Gap Data Ireland

The Gender Pay gap shows mean and median hourly full-pay earnings of males and females in Sisk.

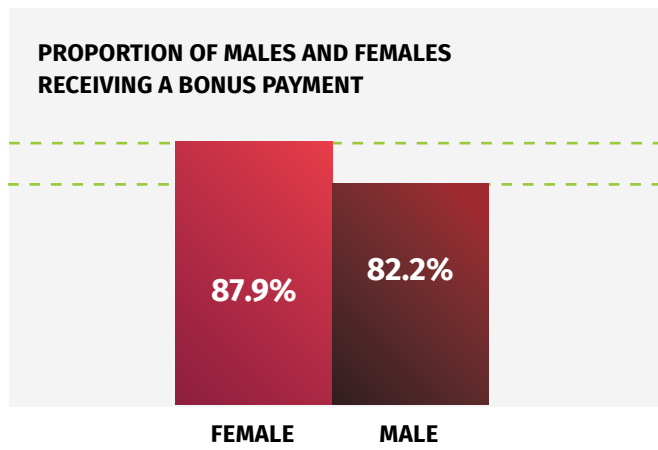
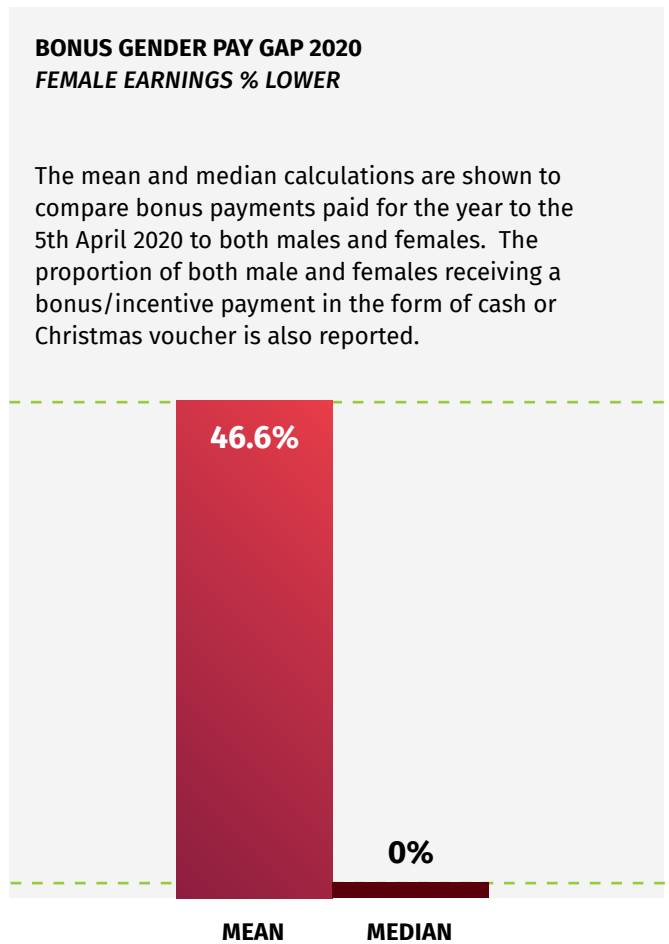
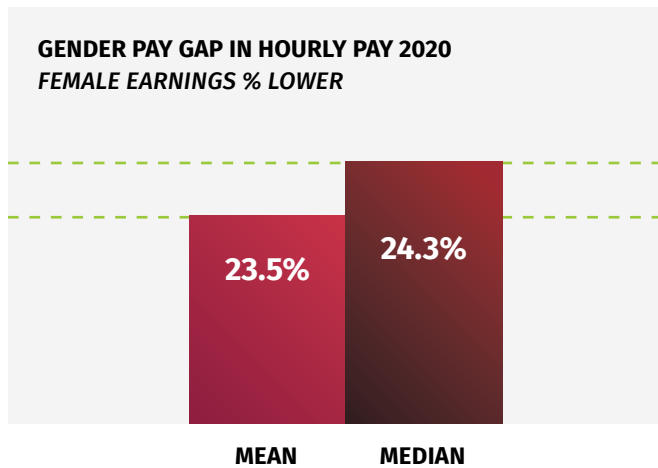


GENDER DISTRIBUTION BY QUARTILE 2020

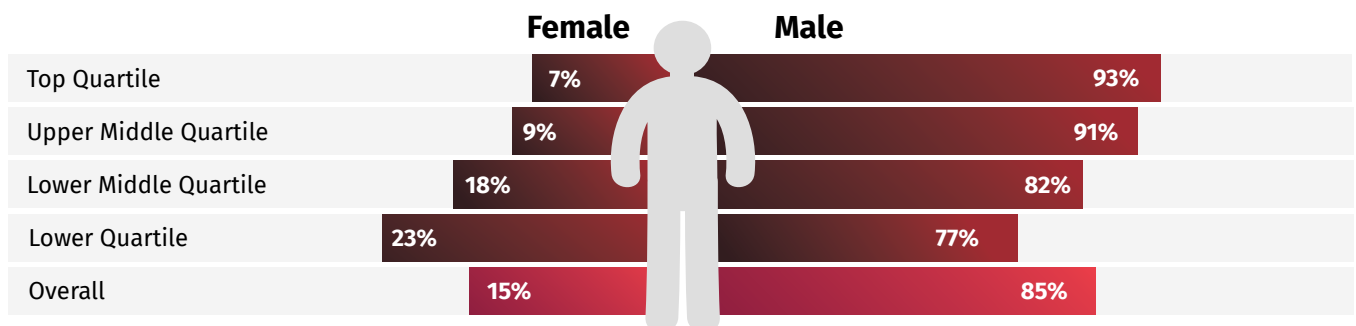


Our Gender Pay Gap Data Group

The Gender Pay gap shows mean and median hourly full-pay earnings of males and females in Sisk.



GENDER DISTRIBUTION BY QUARTILE 2020



Creating an Inclusive Culture for all

My career started at Sisk 27 years ago as a Junior in the Buying team and I very quickly realised I enjoyed working in construction and applied to study for a BTEC in Construction and the Built Environment. No one questioned why I made the decision to work in industry based on the fact I am female.

I was the only woman attending the course, so perhaps there were signs the Construction industry was not perceived as an attractive career path for women.

Thankfully things have changed over the years and I have been given great opportunities by Sisk to progress my career to a senior position within the business. The flexible and inclusive approach Sisk promote has enabled me to maintain a healthy work life balance with a young family (working 4 days a week).

Attending the Building Gender Balance Networking events have shown the commitment Sisk have to supporting women at work, and for me personally it is inspiring to hear from the panel of female speakers at these events. I feel it is also important to look outside work and find other ways to support women. I am a leader in charge of a local Girlguiding group, supporting the mission that girls and young women can do amazing things! We work closely with peer educators to encourage the girls to think positively about who they are and to challenge the limitations that gender stereotypes can place on them.



Anne Goodwin, Chief Buyer, UK



Laura MacGregor, Section Engineer, UK

I joined John Sisk and Son in 2014 on their Excelerate Graduate Programme and I am now working as a Section Engineer within the UK Civils and Rail Business Unit.

I have worked on a range of projects across the UK and Ireland and have participated in a variety of internal learning and development workshops to help further my career within the industry.

I have been a member of the EDI Steering Group since the start of 2020 and am passionate about the efforts being made by Sisk to not only attract but also retain women within the business. I have been fortunate of late to have been mentored by a senior female within the business and know that the new structured female mentoring scheme that Sisk plan to roll out later this year will be a great addition to the support available within the company.

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



GER PENNY
FINANCE DIRECTOR

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



SEAN FITZPATRICK
HR DIRECTOR

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

John Sisk & Son, member of the SISK Group, is an International Construction Company who place a strong emphasis on performance, quality, teamwork and a “hands-on” management approach to ensure client satisfaction. Family ownership for five generations has set the cultural tone for John Sisk & Son. We have been Building Excellence for over 150 years by building trust, certainty and value for our clients.

John Sisk & Son can be relied upon to keep delivering. We take a long-term view of business, investment and relationships. Our knowledge and skills are augmented by the financial strength and expertise of the SISK Group. Our overriding focus is on performance. We take our quality, safety and environmental responsibilities extremely seriously and pride ourselves on our standards and record, a shared commitment laid out in our Zero philosophy.

Teamwork lies at the heart of our culture. We work together with our customers, professional teams and our supply chain to develop innovative and value adding solutions for our clients. Relationships have been the key to our past success and will be more important than ever in the future. Our team is committed to working closely with you to deliver total satisfaction on your projects.

Protecting the welfare of future generations is also reflected in our approach to sustainability by bringing environmental, social and economic benefits to our clients and the wider community.





Established 1859

www.johnsiskandson.com