



WE ARE JOHN SISK & SON

Gender pay gap report

2021

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 restless in seeking and taking opportunities to improve.

The gender pay gap report represents an important annual statement of our progress to address the challenges of gender pay and gender balance within Sisk.

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 through collective effort.

Paul Brown
CEO



Paul Brown

Our Gender Pay Gap Report 2021



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 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, and 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, and retaining them throughout their career. 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 deployed our gender-targeted employee resource group, Building Gender Balance Network, to help people connect and have more open conversations about diversity, barriers and opportunities our current workplace and industry presents. In partnership with our wellbeing teams we have started to open up conversations about previously taboo subjects such as the menopause, and how this life stage affects careers and support required for both women and men.

Our female targeted structured mentoring programme introduced in 2021 has seen fantastic engagement and contributes towards retaining our female talent in the organisation. Furthermore, we continue to partner with WISE and 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 2021 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

Sisk is an equal opportunities employer. We believe in appointing the best candidate to the job. At present, 19% of our UK workforce is female. Our target for our UK early careers population (graduates, interns and apprentices) for 2022 is 25% female. Our 2021 intake was 18% female, with expected 30% of our annual 2022 intake to be female.

We recognise the importance of visibility of role models with varied and atypical careers both for our own staff and wider industry which is why we have placed more emphasis on sharing our colleagues' profiles (from operational and functional settings) via internal communications channels and social media to challenge the traditional view of construction careers. We continue to support STEM events and have an extensive school and colleges outreach programme.

Sisk is proud of the accreditation of Silver status with the Irish Centre for Diversity in 2021.



03



Level the playing field

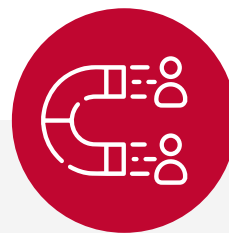
Once on-board, we have also developed a range of initiatives to help our employees, both male and female, to build long term careers with Sisk.

In accordance with our values, Sisk has a strong tradition of developing talent internally. Our intent is to continue building an inclusive environment at Sisk for everyone to feel they can bring their whole self every day, with a true sense of belonging.

Specifically, we continue to commit to our efforts in previous years and in 2022 and beyond will look at the following:

- Continue our internal female mentoring programme that was successfully launched in 2021 to develop, coach, support and sponsor females throughout their careers. 94% of our 2021 cohort would strongly recommend the programme to their colleagues.
- Continue our company-wide Inclusive Behaviour awareness programme to educate our staff on the impact language and bias can have on the culture of the organisation. 30% of our UK colleagues have completed the programme in 2021.
- Further utilising our Building Gender Balance Network / Employee Resource Group to inspire, educate and connect our male and female colleagues to support equal career progression.
- Run gender balance checks during succession planning and development programmes selection processes.
- Review our flexible working offering to reflect the current working practices in the pandemic recovery period, and key transitions of one's life/ career.

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 2021 we participated in the [Open Doors initiative](#) by BuildUK to inspire a new generation to enter the industry. In addition, we will look to expand our understanding and influence by engaging with our competitors to generate a sector wide response to gender challenges within construction through purposeful discussions and mentoring exchanges, as appropriate.

An Inclusive Culture where everyone can progress

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 for 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



Elizabeth Healey, Senior Engineer, UK

I have worked within the Construction industry for 5 years now having joined John Sisk and Son straight out of University on their Excelebrate Graduate Programme.

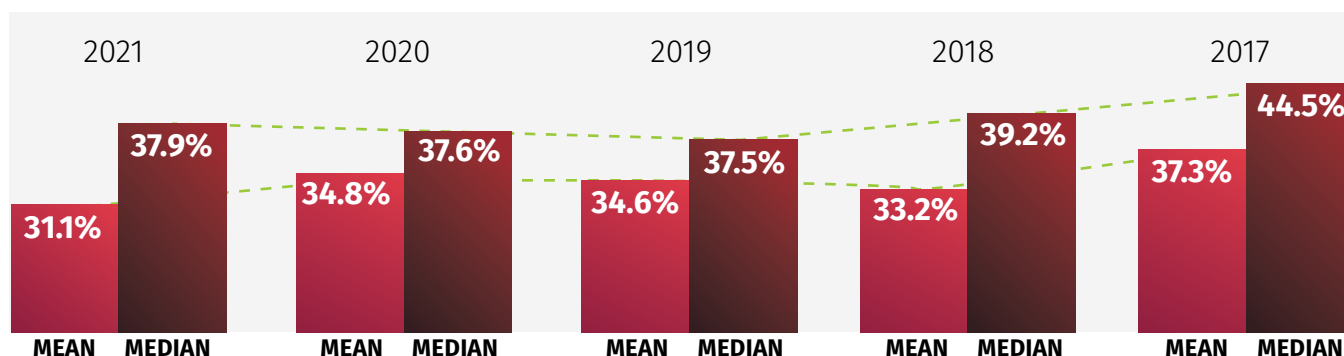
At the time out of the 20 individuals on the programme there were 4 female graduates which was already the best ratio of males to females I had encountered throughout my academia experiences. It was clear from this that Sisk were set on attracting more females into the industry. This has been proved throughout my time with Sisk, as I have moved through various roles and jobs within the business, I have found myself working amongst more female colleagues each time.

During the last 5 years I have progressed from Graduate Engineer to Senior Engineer aided through several internal learning workshops that have continued to equip me with further knowledge of the industry in addition to what I continue to learn daily on site. There hasn't been a moment in my career where I've felt like I couldn't do something because of my gender and have always felt supported in my decisions and my career.

Our Gender Pay Gap Data UK

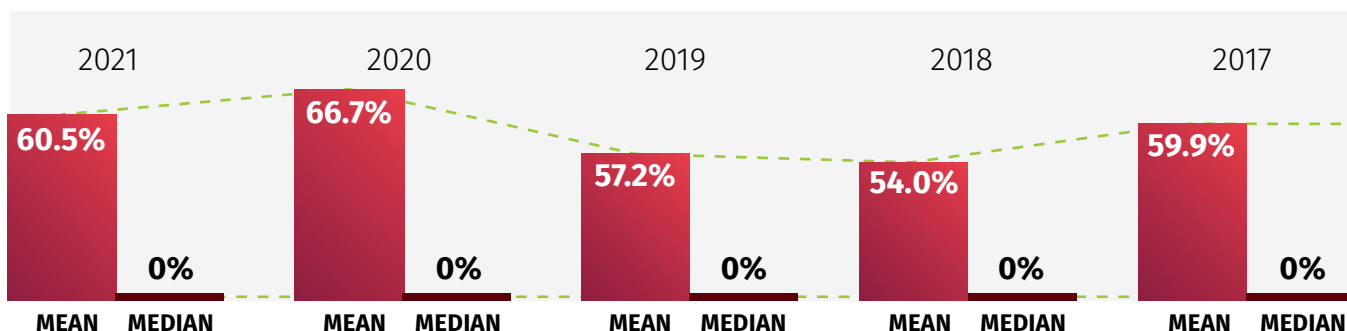
The Gender Pay gap shows mean and median hourly full-pay earnings of males and females in Sisk.

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

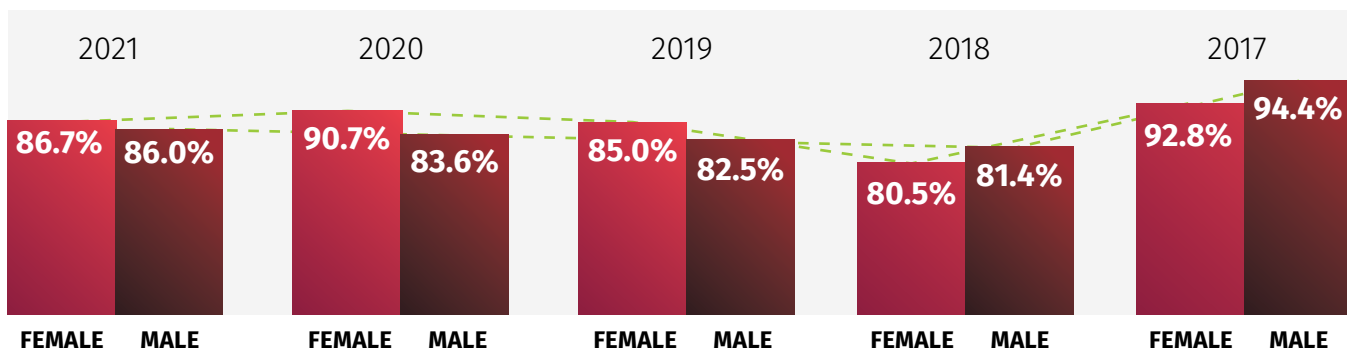


BONUS GENDER PAY GAP

The mean and median calculations are shown to compare bonus payments paid for the year to the 5th April 2021 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*

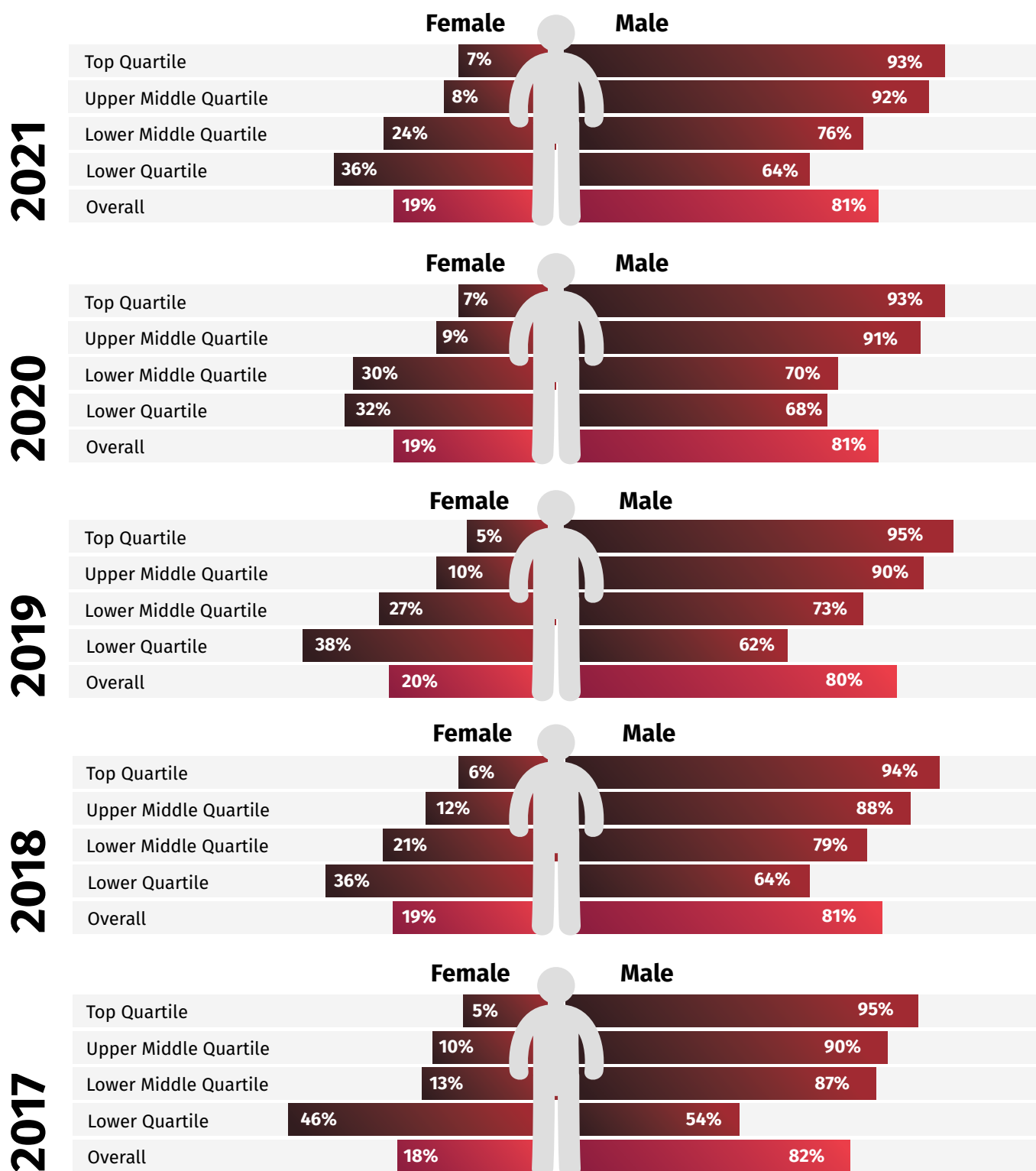


PROPORTION OF MALES AND FEMALES RECEIVING A BONUS PAYMENT



Our Gender Pay Gap Data UK

GENDER DISTRIBUTION BY QUARTILE

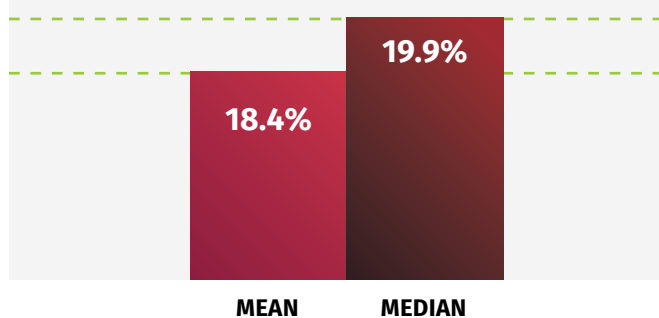


Our Gender Pay Gap Data Ireland

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

GENDER PAY GAP IN HOURLY PAY 2021

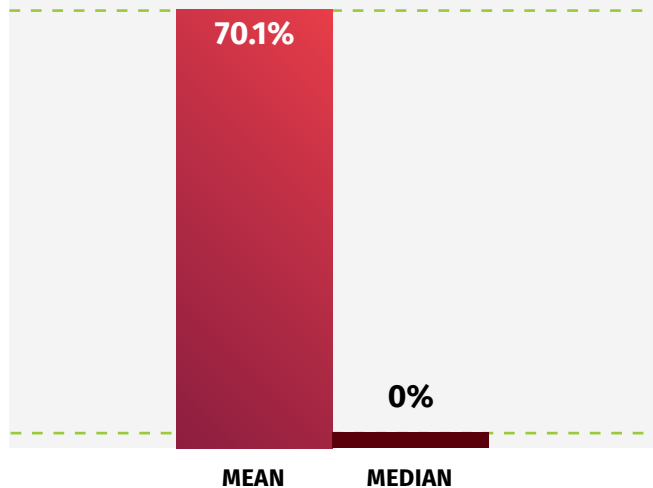
FEMALE EARNINGS % LOWER



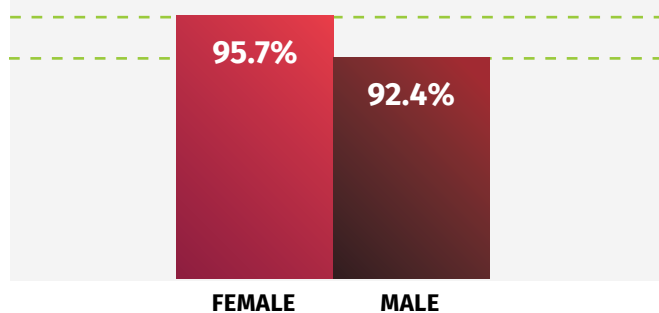
BONUS GENDER PAY GAP 2021

FEMALE EARNINGS % LOWER

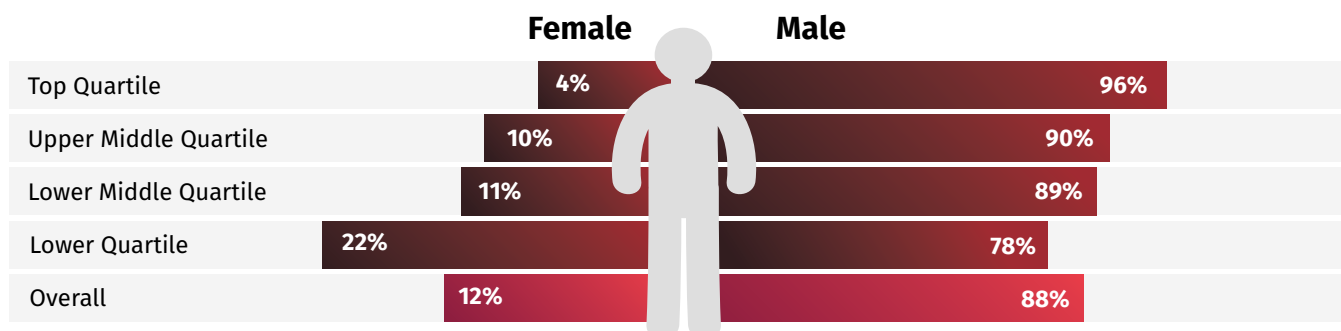
The mean and median calculations are shown to compare bonus payments paid for the year to the 5th April 2021 to both males and females. The proportion of both male and females receiving a bonus/incentive payment in the form of cash or Christmas voucher is also reported.



PROPORTION OF MALES AND FEMALES RECEIVING A BONUS PAYMENT

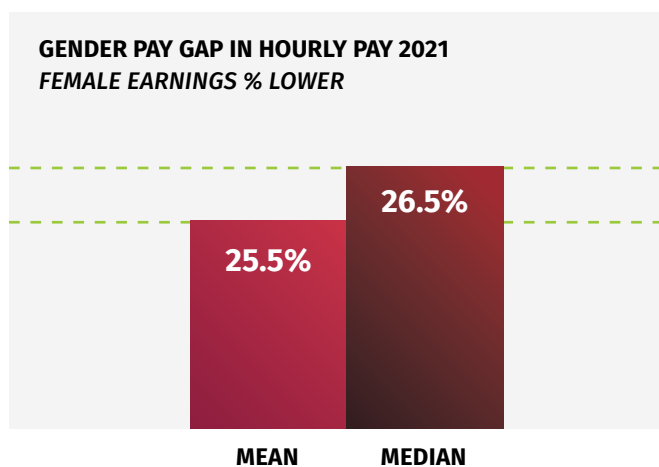


GENDER DISTRIBUTION BY QUARTILE 2021



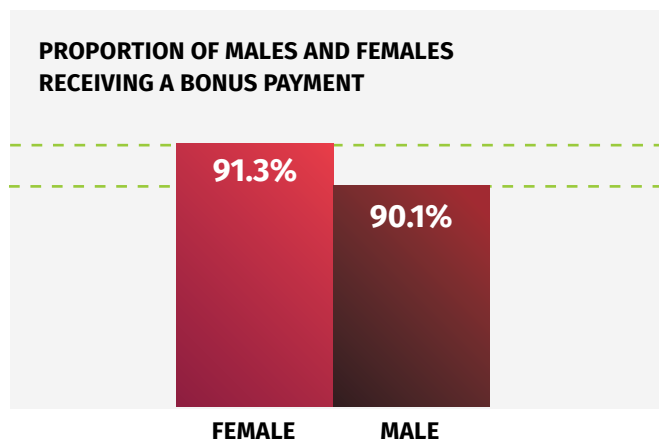
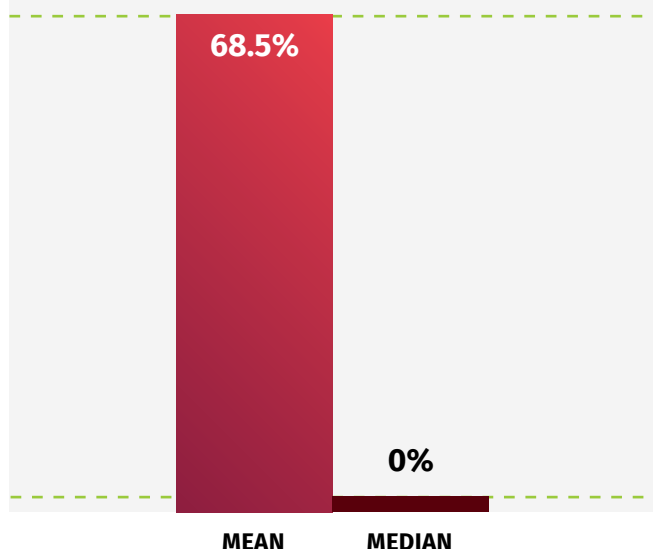
Our Gender Pay Gap Data Group

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

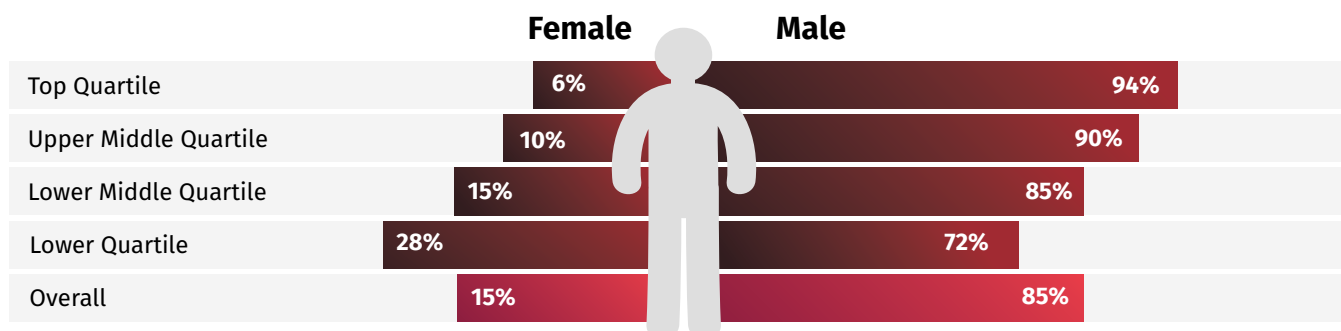


BONUS GENDER PAY GAP 2021
FEMALE EARNINGS % LOWER

The mean and median calculations are shown to compare bonus payments paid for the year to the 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.



GENDER DISTRIBUTION BY QUARTILE 2021



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



SEAN FITZPATRICK
HR DIRECTOR

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