



John Sisk & Son

Gender Pay Gap Report

IRELAND | 2022

Foreword from our CEO

Sisk is a family-owned business operating for over 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, engaging 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 2022



Equal Pay

As an employer, Sisk provides equal pay to males and females 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 males and females in our company. The gender pay gap results from gender imbalance. By this we mean, having fewer females in senior roles relative to males.



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 females at early career level, 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 to Address the Gender Pay Gap

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.

As part of our first Gender Pay Report published in the UK in 2017, we developed a comprehensive gender action plan across the Sisk Group. 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 in these areas are set out below.

01

Ensure a Zero Philosophy towards pay inequality

Our goal is to provide equal pay to 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, 16% of our total workforce is female.

Our target for our early careers population (graduates, interns and apprentices) is a minimum of 25% female. Our 2022 intake was 15% female. We will work hard to increase this to our target level of 25% in 2023.

We recognise the importance of visibility of role models with varied and atypical careers both for our own people 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.

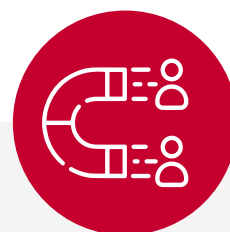
Our intent is to continue building an inclusive environment at Sisk for everyone to feel they can bring their whole self every day, with a true sense of belonging.

Specifically, we continue to commit to our efforts in previous years and in 2023 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 people on the impact language and bias can have on the culture of the organisation. 35% of our colleagues have completed the programme to date.
- 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.
- Continue to build on the range of enhanced family leave benefits on offer to all our people. For many of us, family is the anchor that keeps us grounded. As a family owned company, we understand this better than most. Therefore, we plan to add to our enhanced leave options currently available to all colleagues, to enable them to make more time for life.
- Take steps to understand and remove bias from each stage of our people life cycle. This will ensure more equitable progression for all our people.

- Formalise our future approach to equality, diversity and inclusion under six key areas:
 - Leadership and accountability
 - Operational excellence
 - Learning and education
 - External impact on EDI
 - Communication
 - Recruitment, retention and development.

04

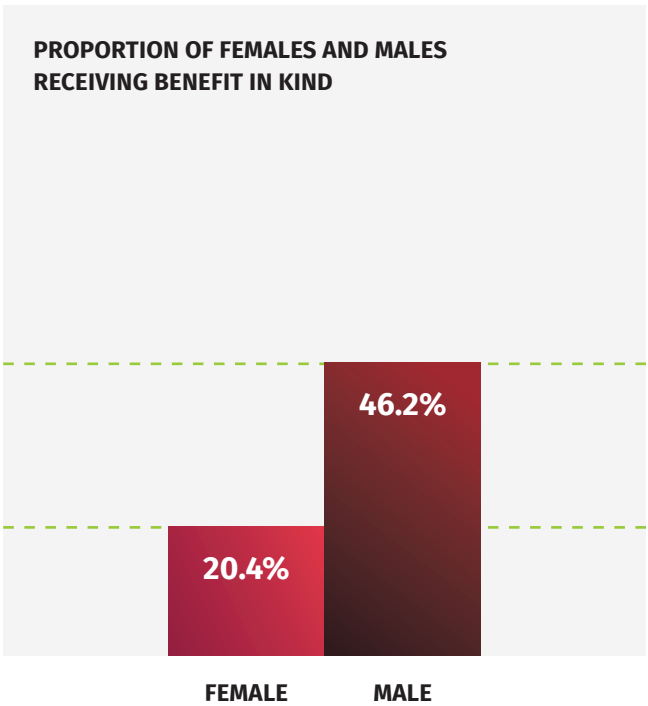
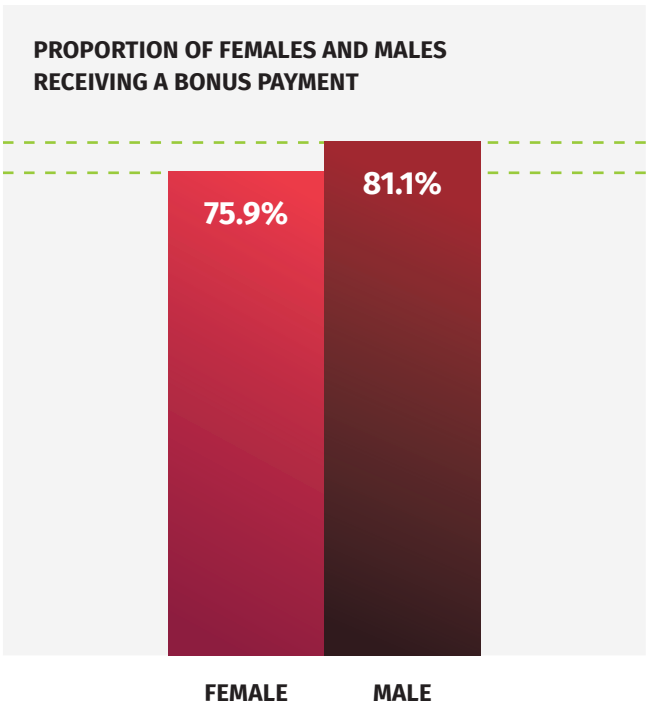
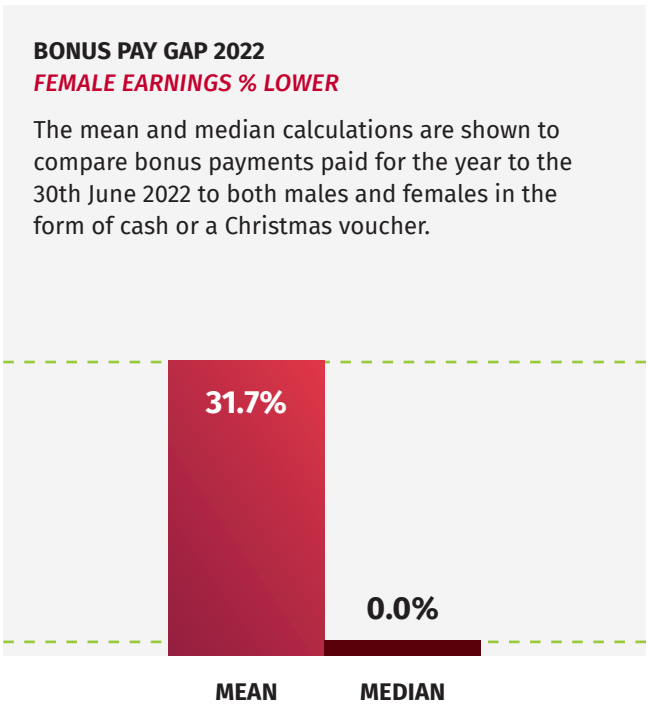
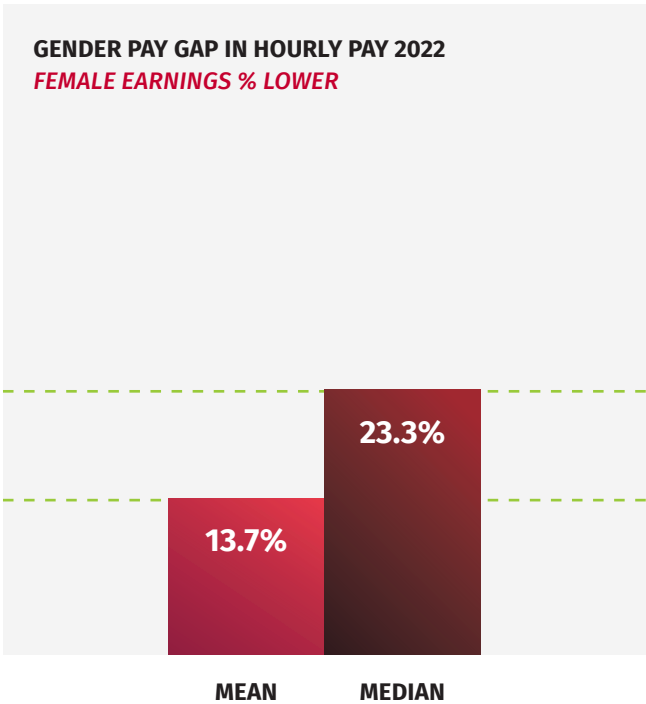
**Attract females to the sector**

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.

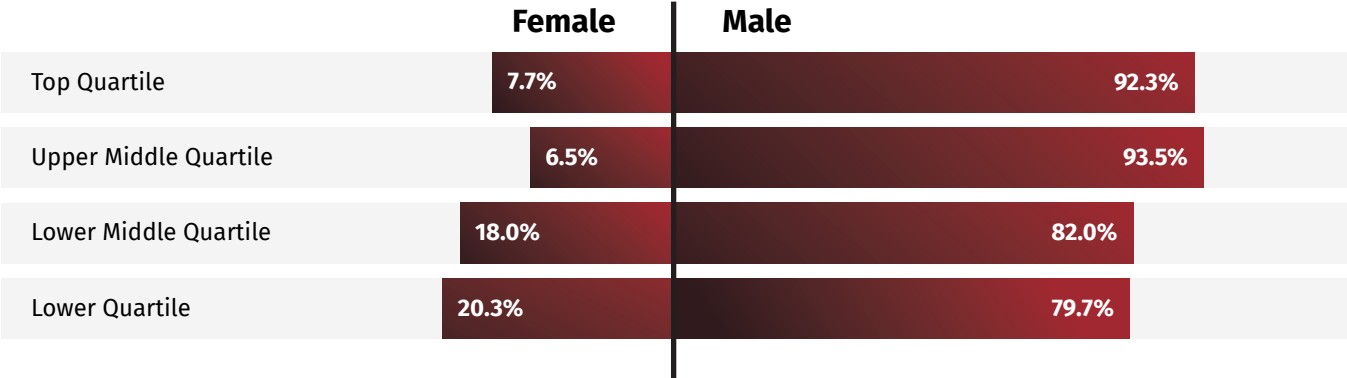
We will continue and expand our approach to school outreach and the promotion of STEM opportunities in the construction sector via the STEM Ambassadors programme set up in 2020. Participating in STEM Female events provide an opportunity for our female role models to share their career success stories. In addition, we will look to expand our understanding and influence by engaging with our competitors to generate a sector wide response to gender challenges within construction through purposeful discussions and mentoring exchanges, as appropriate.

Our Gender Pay Gap Data Ireland

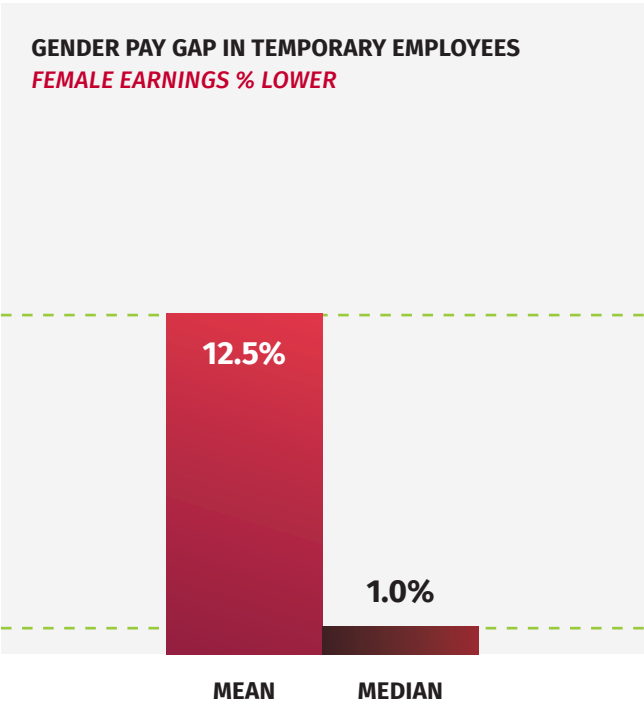
The gender pay gap shows the mean and median hourly pay difference between males and females in Sisk.



GENDER DISTRIBUTION BY QUARTILE 2022



GENDER PAY GAP IN PART-TIME EMPLOYEES
NOT APPLICABLE: NO PART-TIME MALE EMPLOYEES



Why do we have a gap?

Construction has traditionally been a male dominated industry and attracting females to our sector has been difficult. Some of this is due to the preconceived idea that the construction sector is not as attractive as other workplaces, as well as a limited view of the career opportunities available.

Today, 16% of our population is female and while we continue our efforts to attract more females to construction, this level of representation has a direct, negative, impact on our gender pay gap.

In addition to this overall statistic, we have more females in the lower salary quartiles and less at more senior levels. Attracting, retaining and developing females in Sisk will remain a priority.



About Sisk

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 160 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.

