



John Sisk & Son Ltd

Gender pay gap report

UK - 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, 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 2022



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 males and females 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 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

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.

Throughout the year, we have leaned on the Building Gender Balance Network, an employee resource group, to create a platform to facilitate open dialogue on the cross sections of the challenges faced in the gender equity space. In addition, we continue to partner with our well-being team to raise awareness and encourage conversations on menopause and other subjects less talked about.

Our female targeted mentoring programme was introduced in 2021 and continues to contribute towards retaining our female talent in the organisation. Work with the Irish Centre for Diversity continues to gain an external view on our activity and progress. We 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 2022 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 ensuring that pay inequality has 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, 20% of our UK workforce is female. Our target for our UK early careers population (graduates, interns and apprentices) for 2023 is 25% female. Our 2022 intake was 18% 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 Investors in Diversity Silver accreditation with the Irish Centre for Diversity in 2021, and we are committed to re-accreditation for 2023.





03

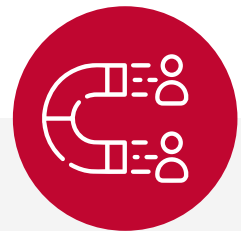
Level the playing field

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 where everyone can be their authentic self every day, and feel a sense of belonging. Specifically, we continue to commit to our efforts in previous years, and in 2023, and beyond, we 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. 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.
- 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 pillars for success:
 - Leadership and accountability
 - Operational excellence
 - Learning and education
 - External impact of EDI
 - Communication
 - Recruitment, retention, and development

- 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 our colleagues, to enable them to make more time for life.



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 provides 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.

International Women's Day is an important date in our calendar. We use this opportunity to celebrate our females, promote opportunities internally and externally, and to encourage pursuing a career in the sector.

An Inclusive Culture where everyone can progress

I decided very early in life that civil engineering was for me. I was delighted by large infrastructure and the heavy plant and machinery required to build it. I studied civil engineering in university and graduated with a First Class Honours in 2012.

I joined Sisk in 2018 as an Incorporated Engineer and the first Design Manager in UK Civils. I quickly got involved with the EDI Steering Group to share my passion for the construction industry. I was encouraged from the outset to branch out with a few passionate colleagues to set up the Building Gender Balance Network (A Sisk Employee Resource Group) and to continue further outreach work as a STEM Ambassador and active committee member of my local Institution of Civil Engineers branch.

In 2021, I was promoted to the role of Regional Engineer for UK Civils. My career aspirations have always been supported and I have experienced first-hand the Sisk Values through the actions of my managers and colleagues. I have been afforded the opportunity to complete our own Sisk Elevate LEAD programme of learning as well as external learning and accreditation. During my first period of maternity leave, I became a Chartered Engineer and am now involved as a mentor to several Sisk colleagues who are pursuing professional recognition.



Lauren Luck, Regional Engineer, UK



**Holly Graham,
Building Services Manager, UK**

I joined Sisk in 2019 on their Graduate Programme. It came as no surprise to me that I was the only female in a group of 20 graduates.

I studied a Mechanical Engineering degree where the average number of women on the programme was 5%. I have been with Sisk for 4 years and worked on 3 projects.

Sisk endeavours to attract female employees into a range of different roles. I am currently on UK North's Futures Board where there is an equal ratio of female to male participants bridging the gap to gender equality.

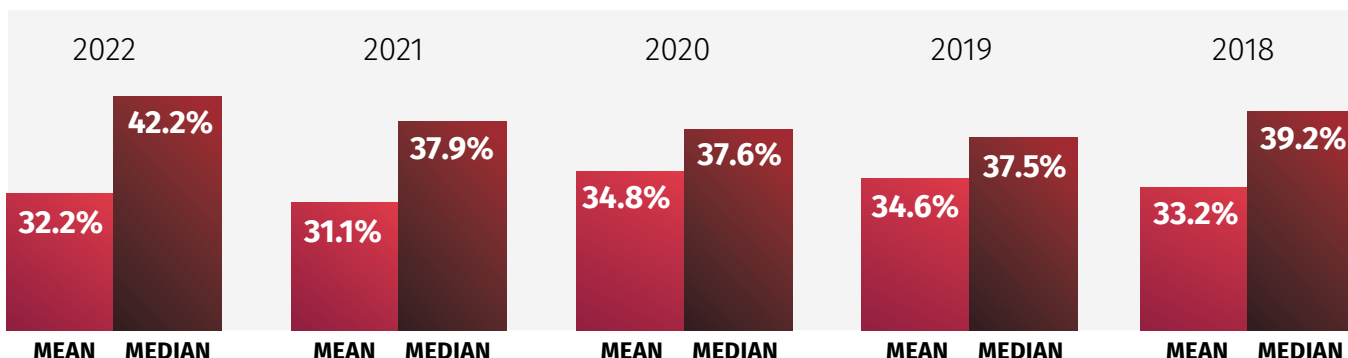
As I moved across different projects, I have had the opportunity to network with female colleagues at all levels of the business. This has given me an excellent insight into female career progression within Sisk. During the last year, I have had the opportunity to join the Sisk Mentoring Scheme, this has enabled me to work collaboratively and also receive and provide guidance and role modelling.

Being in a male dominated environment my gender has never hindered my ability to break barriers.

Our Gender Pay Gap Data UK

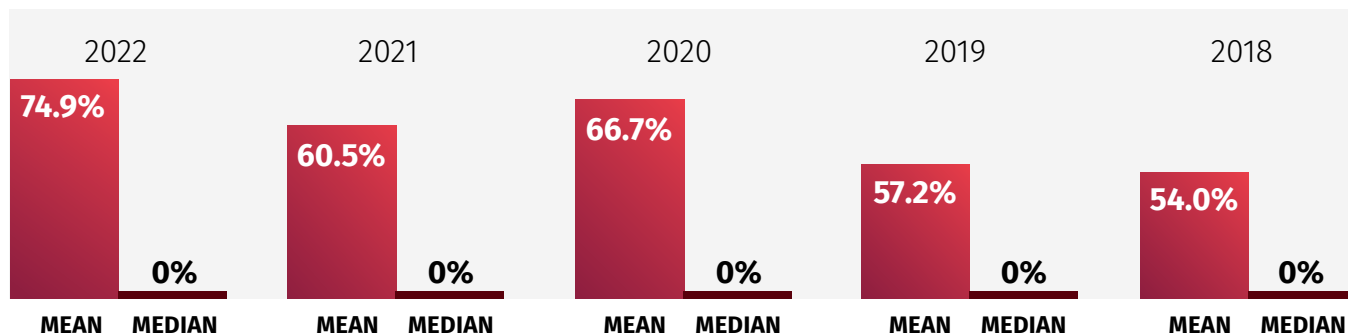
The Gender Pay gap shows mean and median hourly full-pay earnings of males and females in Sisk.

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

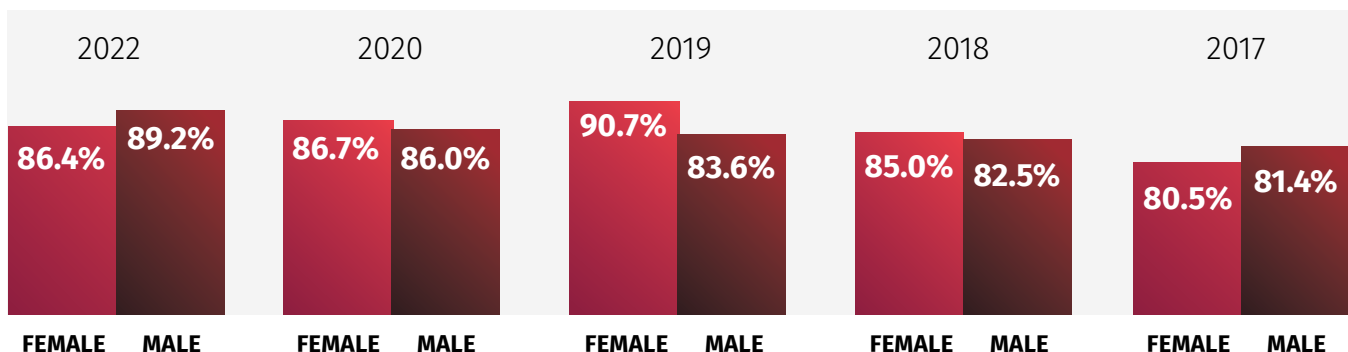


BONUS GENDER PAY GAP

The mean and median calculations are shown to compare bonus payments paid for the year to the 5th April 2022 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*

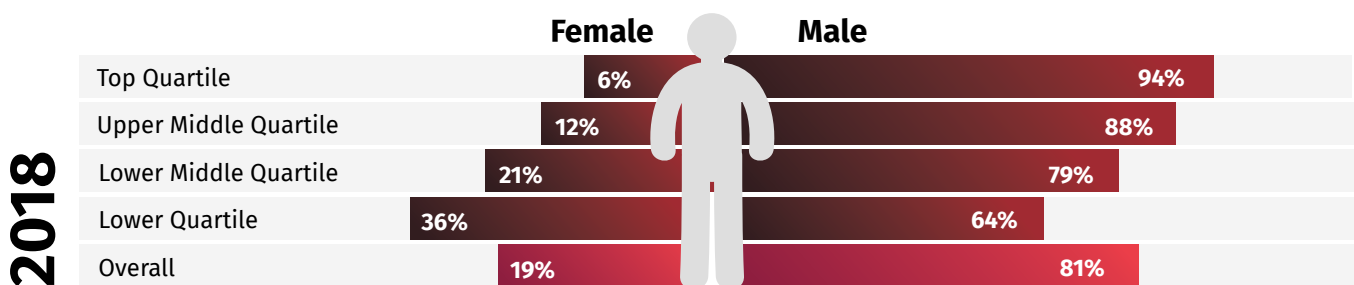
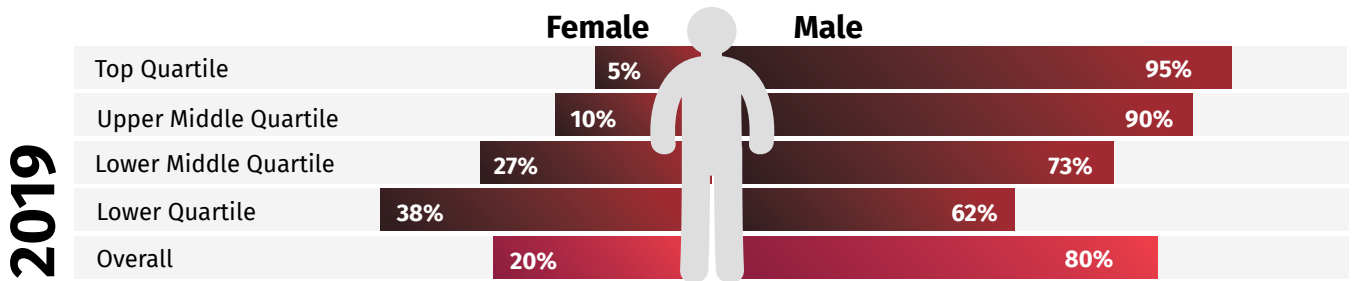
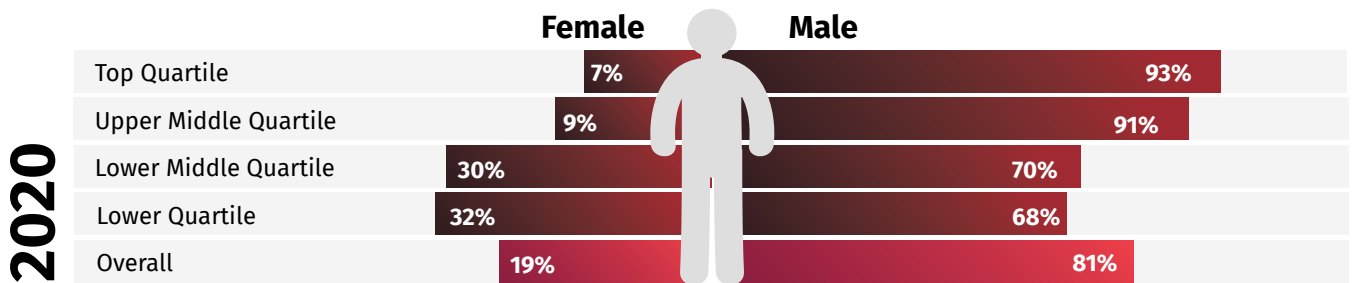
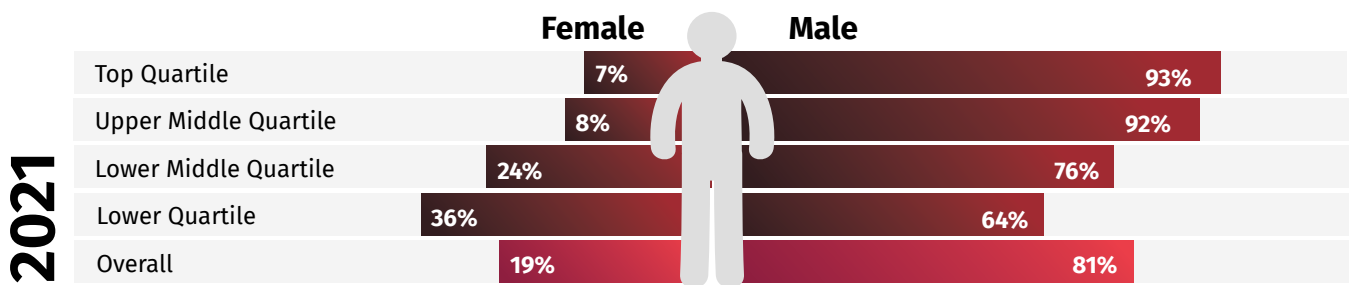
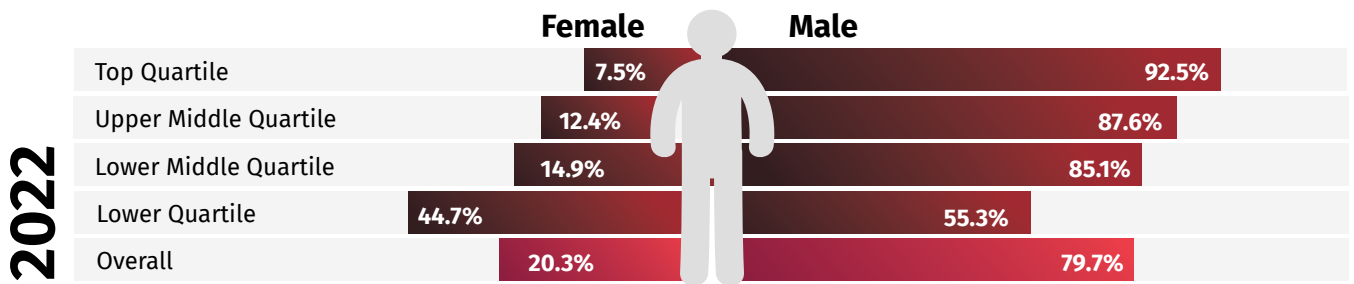


PROPORTION OF MALES AND FEMALES RECEIVING A BONUS PAYMENT



Our Gender Pay Gap Data UK

GENDER DISTRIBUTION BY QUARTILE



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.

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