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# Caring Gottown

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It's fair to say that 2020 has been an incredibly challenging year for society in general, with Covid-19 continuing to impact lives across the globe.

It is during these times, that the importance of showing care to overcome crisis is evident, and this is certainly true when addressing the climate emergency facing our planet today.

Operating as a responsible business since 1859, Sisk's activities today, as they always have been, are underpinned by our core values of:



### Care

We take care of ourselves, the people we work with, the environment and the community in which we work.



### Integrity

We are honourable in the way we conduct ourselves and our business.



It is with these values in mind we share with you our sustainability roadmap for the rest of the decade. We look back at what we have achieved in recent years, reducing emissions and waste, enhancing the environment and making a real difference to the communities in which we work. We also look at how we have worked with our stakeholders to determine what the material issues are for all of us. Most importantly, we set out the steps we will take in the years ahead, and how we will verify and report upon our progress, as we continue to ensure that while we are

Building today, we are Caring for tomorrow.



In 2010 we first defined our sustainability strategy using the pillars of People, Planet and Performance.

These pillars remain important to us today, but in looking forward to the next 10 years they will be augmented by 5 key themes as shown in the opposite graphic. These themes have been developed considering the findings of our materiality survey carried out in 2020, ensuring they reflect what is important to our stakeholders as well as Sisk. They also take account of the United Nations Sustainable Development Goals.

We introduce within each theme our targets, against which we will measure performance. These targets have been set to stretch us, and our supply chain, and will be subject

to independent verification by internationally recognised certifying bodies where appropriate. Going forward we will report publicly on our progress against these targets on an annual basis. Our case studies showcase examples of our successes, and importantly, where we have tried to push boundaries and experiment with new or emerging technologies, as we strive to continually improve.

It is clear when we look at the challenges presented by the climate emergency, and the need for us to continue to add value in the communities in which we work, to make a real difference we need to work with all our stakeholders and especially our supply chain. We will continue to actively engage with them, listening and learning, providing support and advice, and acknowledge the part they play helping us achieve the targets we set out in this roadmap. We hope all of you who read this come along with us on this journey too.

Materiality Survey - Completed in May 2020 our materiality survey focussed on identifying what elements of the sustainability agenda matter most to our stakeholders. Respondents to our survey included employees, clients, their representatives and our supply chain partners. We received over 500 responses, of which 21% were from external sources. All the views and opinions expressed were analysed and used to shape our strategy.

17 PARTNERSHIPS FOR THE GOALS Indirect 8 contribution Positive

8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES







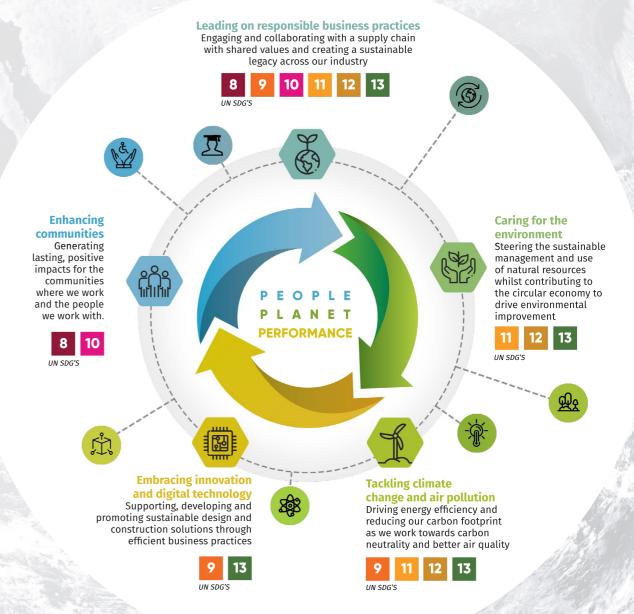
















contribution

Directly

relevant











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## Tackling climate change and air pollution

Driving energy efficiency and reducing our carbon footprint as we work towards carbon neutrality and better air quality.

Our theme of tackling climate change and air pollution has been developed as a direct response to both the climate emergency we all recognise, and the key areas identified as being of material importance to those responding to our materiality survey in 2020.

**UN Sustainable Development Goals** 



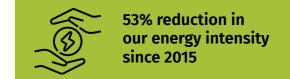
It is generally recognised that construction has always been an energy intensive industry. We recognise that immediate action is required to transform our operations, if we are to achieve our targets, and support the global effort to reduce carbon emissions. While progress has been made to decarbonise electricity, diesel remains the mainstay fuel of the industry, having a negative impact on our climate through the generation of greenhouse gases, and on local communities through the emission of harmful pollutants.

We intend to affect a paradigm shift in our approach to energy use, and move away from the carbon intensive energy used in our processes by using renewable power, batteries and alternative fuels. We will use our ISO 50001 accredited energy

management system to ensure our people have the skills, knowledge and tools to ensure resources are used as efficiently as possible. We will also continue to work with our supply chain to minimise the embodied carbon of materials used in delivering our solutions, focussing initially on concrete, steel and bituminous products where the greatest gains can be made quickly.

### **Energy Management**

In 2015 we were the first construction company in Ireland and the UK to develop and implement, an energy management system accredited to ISO 50001. Recognising the importance of effective energy management holistically across the business we appointed a dedicated Energy Manager in January 2018.



Since 2019 all the electricity we have procured from the grid has been from renewable sources.





### **Energy Management Cont.**

Our achievements to date were recognised at the Irish Green Awards in 2020, when we were heralded as the 'Green Business of the Year' and presented with the 'Green Construction Award'.

The next decade will see us to continue to improve our energy performance, building upon the lessons we have learnt to date. We will:

- continue to work closely with our clients, and power generators, to obtain grid connections at the earliest opportunity, reducing the amount of time we need to use generators and hasten access to zero carbon renewable nower:
- use solar power, and smart energy controls, to maximise the energy efficiency of our site establishments;
- collaborate with our clients, supply chain, and research partners to work towards our vision of a zero emission construction site by 2025;

- use smart sub-meters to monitor the energy consumption of processes, throughout our construction sites, ensuring energy efficiency is maximised and identify further innovative energy reduction opportunities;
- develop pioneering KPIs, using the data we gather from our smart sub-meters.

Our use of smart metering to date, has provided us with a greater and more detailed understanding of when, and how power is used on our sites. This has provided us with the necessary confidence to start using batteries as a power supply for loads with high peak demands, but low average demands such as tower cranes, hoists and welding equipment.

As we move towards 2030 we will start utilising batteries with smart technology, this will enable us to regenerate power from construction plant and equipment, for example, when our tower cranes are lowering loads, the braking forces on the motor can be used to charge batteries for redistribution around the site.

All our energy efficiency efforts will be tracked against demanding targets we have set for ourselves.

### **Carbon Management**

In 2017 we started measuring our greenhouse gas emissions, and as such our carbon footprint. Our approach considers both the total carbon generated, and the scale of our operations by looking at our equivalent carbon intensity (tCO<sub>2</sub>e /€million t/o).

In 2019 our greenhouse gas inventory was independently verified according to the ISO 14064 standard. Since 2017 we have realised a 40% reduction in our carbon intensity, an achievement we are incredibly proud of.

Year	GHG Emissions tCO <sub>2</sub> e	Intensity tCO <sub>2</sub> e/€million
2017	22,001	26.56
2018	23,914	20.60
2019	22,111	15.89

Target 01 - We will reduce our carbon intensity by 25% from our 2019 baseline by 2023

Target 02 - We will reduce our carbon intensity by 50% from our 2019 baseline by 2026

We are committed to achieving 'carbon neutral status in 2021', by measuring, managing and offsetting our unavoidable emissions from our operations to ISO14064-1, through internationally accredited carbon reduction schemes.

Working with supply chain partner to minimise environmental impact - One Wilton, Dublin

In conjunction with our supply chain we analysed the procurement and delivery of the 13,700m³ concrete package. The use of Ground Granulated Blast-furnace Slag (GGBS), as a cement substitute, realised a 33% reduction in embodied carbon against the traditional cement mix. This resulted in a 1486 tonne saving in tCO<sub>2</sub>e, this equates to the tCO<sub>2</sub>e generated by:

- 8,988,084 km driven by an average passenger vehicle;
- 552,742 litres of diesel consumed; or
- 189,573,587 number of smartphones charged.

Target 03 - We will achieve a CDP A rating for Climate Change by 2022













By 2030 we will achieve carbon neutrality without the need to offset, whilst our greenhouse gas inventory will continue to be independently verified. We welcome independent review and scrutiny of our performance, and we are committed to achieving a CDP 'A' rating by 2022.

Target 04 - We will achieve carbon neutral status in 2021 by offsetting the emissions from our operations through internationally accredited carbon reduction schemes

### **Zero Carbon Transport and Green Travel Plans**

We are committed to the development of sustainable workplace travel plans. This includes eliminating unnecessary travel, shifting to more efficient modes of transport and improving the carbon efficiency of our unavoidable travel. We will work with our clients and supply chain to ensure we use the infrastructure and digital technology available to us to best effect.

Target 05 - We will achieve carbon neutral status by 2030

In 2019 we were the first building contractor to sign up to the EV100 initiative, committing to accelerate the transition to electric vehicles (EV's), making electric transport the 'new normal' by 2030. EV's are now available to all our eligible employees. The choices offered continue to grow, as we work with our fleet providers to bring forward the best EV's as they come to market. We have installed 18 fast chargers across our office network to date. The next 10 years will see us work progressively towards an entirely carbon neutral fleet.



In 2019 and the first 6 months of 2020 2.5 tonnes of greenhouse gas emissions have been avoided by using EV's

This includes installing e-mobility charging facilities in all our offices and our long-term project establishments. We will ensure our policies support this transition.

As new alternatives to the traditional internal combustion engine come to the market, we will be open and responsive to the opportunities this developing technology provides to help us achieve our targets.

We also recognise the role EV's have to play in reducing emissions within the context of project delivery. We will gradually introduce EVs to our projects, using them for site transport and the handling of materials, incorporating them into our projects' logistics strategies from the outset.

Target 06 - By 2024 50% of the vehicles in our fleet will be electric

### **Construction Plant and Telematics**

2019 also saw the increased use of telematics on site plant, to effectively monitor and manage fuel consumption. The use of telematics for fuel management allows us to identify and avoid the excessive use of fuel. In doing so we can maximise energy efficiency, enhance productivity, and reduce emissions and pollution for the benefit of the health of our employees, the environment, and the communities we work in. We will work with our supply chain to gradually introduce telematics to all the plant operating on our projects. We will collectively use the data provided to identify challenges and drive decisions.

the plant operating on our projects. We will collectively use the Super capacitor Working collaboratively with University College Dublin we initiated a feasibility study into the viability of super capacitor batteries as an alternative to diesel generators. The positive findings to date have shown us there is the potential to reduce the annual greenhouse gas emissions of a tower crane by 16 tonnes if we develop and deploy such technology. We are currently working towards having the first on site example of such a crane on-site in 2021.



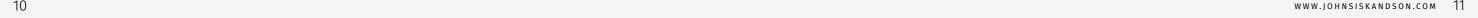




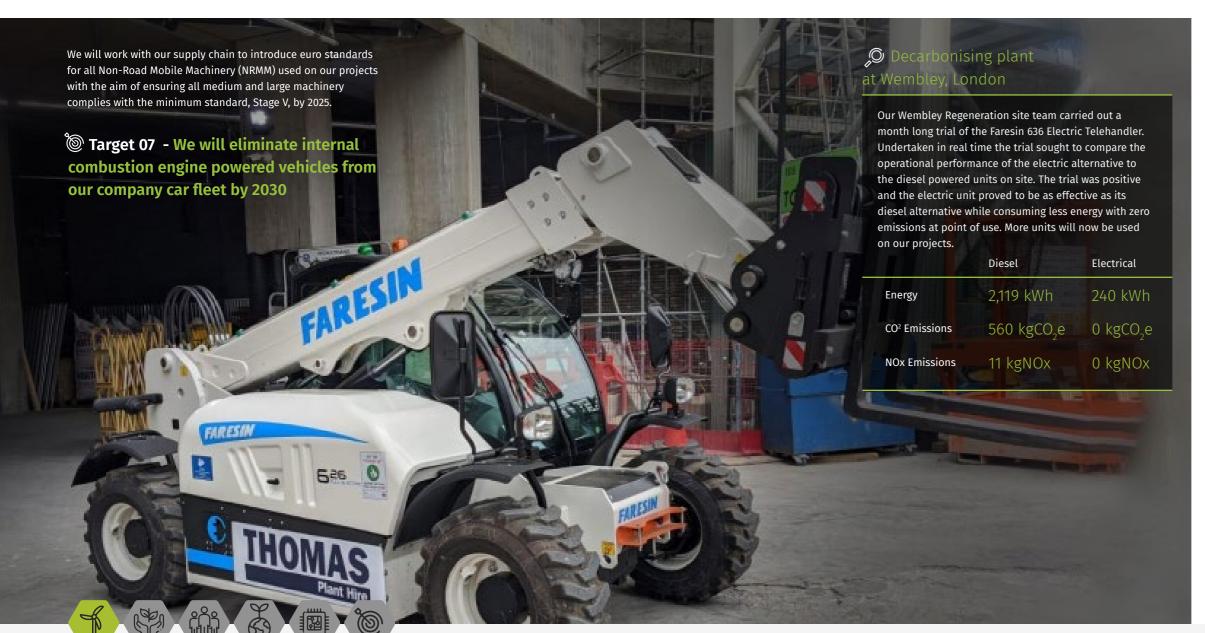








Tackling climate change and air pollution



### **Alternative Fuels**

In 2019 we successfully trialled alternative fuels on our projects. These alternative fuels, such as hydrotreated vegetable oil (HVO), significantly reduce greenhouse gas emissions and bring significant reductions in NOx (30%), SOx (50%) emissions, and an 80% reduction in particulate matter.

As we work towards 2030, we will use low carbon alternatives to traditional gasoil, including biodiesels generally and HVO especially, at every opportunity. We will work with our supply chain partners to ensure the necessary infrastructure is introduced into the areas where we work to support this ambition. We also recognise that transitioning to HVO is only a short to medium term solution, and will continue to work with our research partners to develop renewable hydrogen as the potential long-term replacement for gasoil.

### Working for Homes England

Our Northstowe scheme in Cambridgeshire has successfully used over 1.5 million litres of HVO as an alternative to gasoil to fuel the earthworks plant and equipment needed to build the 5km of highway and create future development areas. This innovative approach saved over 4550 tonnes of  $\rm CO_2e$ , a 91% reduction on what would have been generated otherwise. The approach also resulted in an 80% reduction in harmful particulate matter and a 50% reduction in sulphur oxide emissions

### Caring for the environment

Steering the sustainable management and use of natural resources whilst contributing to the circular economy to drive environmental improvement.

The sustainable management and use of natural resources and the need to reduce and ultimately eliminate waste were identified as material issues by our stakeholders.

Our theme of caring for the environment focusses our attention on these issues.

**UN Sustainable Development Goals** 

11 12 13

The construction sector uses vast quantities of material. The production, transportation, and ultimately disposal, of which has potentially adverse impacts on the environment. Building upon our work so far, we will continue to focus on locally sourcing and responsibly procuring materials and services through certified schemes and programmes.

We will work with our supply chain to reduce our construction waste intensity and increase our use of recycled materials, in order to achieve our zero avoidable waste ambition and to ensure we support the principles of a circular economy throughout the life cycles of the projects we are involved in.

By continually improving the environmental management of our construction sites, we will protect the environment, prevent pollution and enhance biodiversity, and in doing so leave a positive legacy for the communities in which we work.

### **Environmental Management**

We are committed to improving our environmental performance at every level of the business. Our environmental management system is accredited to ISO 14001. It ensures we measure, monitor and assess our operations continually, guaranteeing we meet our compliance obligations, and continually improve our performance.

Our sustainability strategy includes several 'SMART' targets that measure the performance of our projects on a monthly basis. In 2019:

- 98.4% of our construction and demolition waste was diverted from landfill, exceeding our target of 95%;
- our construction waste intensity (t/€100k t/o) reduced by 65% of our 2015 output to 1.87 t/€100k t/o;
- our potable water consumption intensity reduced by 39% of 2015 usage to less than 5.6 m3/€100k t/o; and
- our projects achieved Considerate Constructors Scheme average scores of 41.5 throughout Ireland and the UK.

We investigate all our environmental incidents and identify opportunities for improvement, as we believe we can always learn from these events. We use a digital cloud-based solution to record, investigate and analyse the events. This ensures we can effectively identify trends and communicate lessons learnt quickly and effectively across all of the company.



### **Biodiversity**

Our Seeds for Bees Campaigns started in 2018, with over 5,000 packets of perennial wildflower seeds distributed across Ireland and the UK to date. We recognise how important bees are to the world's eco-system, and are really pleased to run this annual campaign that will help sustain the world's bee population. This programme has also become a foundation stone in our strategy to increase awareness in communities of the wider sustainability challenges, and often forms part of our local community engagement strategies.

Building upon the interest generated by our 'Seeds for Bees Campaigns', we are now also supporting wild bees as well as honeybees through a combination of beehives (honeybees) and bee hotels (wild bees).



Seeds for Bees key achievements so far:

- 5,200 packets of seeds distributed across Ireland and the UK to date;
- 80 packets of perennial wild flower seeds distributed on the Sisk Project Luleå in Sweden during 2020;
- BIG Biodiversity Challenge Highly Commended Pollinator Award 2019.

44 What a fantastic idea. I am no gardener by any means, but this is easy.<sup>75</sup> (F. Patterson-Jinks, Area North Training and Safety Services Limited).

We have selected our office locations with suitable greenspace and access to local water sources, and with the help of local beekeeping associations, are building bee communities. These communities are being used as part of local education and engagement programmes.

Target 08 - We will plant 1.7 million trees as native woodland in Ireland, the UK and wider Europe by 2029

In 2029 the Sisk business will celebrate its 170th anniversary. We are committed to planting 1.7 million trees over the next nine years to recognise this milestone.

This will also support Ireland's Climate Action Plan target to plant 440 million trees by 2040, and local projects in the UK. These trees will be a mix of broadleaf /conifer forest, which provide greater habitat and hence species diversity.

In 2019, the United Nations General Assembly declared 2021–2030 the "UN Decade on Ecosystem Restoration". This call to action recognised the need for a massive acceleration in the global restoration of degraded and destroyed ecosystems, and the positive impact this would have on the climate crisis, biodiversity, food security and water supply. We are really pleased to announce our intention to develop a sustainable strategic partnership in Ireland, through which we will identify and restore a series of peat bogs. Furthermore we will build a community of like-minded organisations who can work with us to accelerate restoration progress.

Target 09 - We will establish sustainable partnerships supporting the successful restoration of peat bogs

### Mator Hea

Water is a finite resource which we must manage responsibly. We have been measuring our water usage across projects since 2013, and from this we are able to benchmark our performance and track our improvements. Measures that have contributed to our success in reducing our potable water use to date include:

training and education programmes covering water resource management;

- early water meter installations so we have the data available to inform decisions;
- clear communication of our performance to our teams, and supply chain, so we can collectively address issues and reduce demand together;
- the use of water reducing devices and equipment in our site establishments;
- the development of rainwater harvesting systems.

We are confident we can build upon our success to date and by 2025 we aim to half our water use intensity.

Target 10 - We will reduce our potable water use intensity by 50% by 2025 against out 2019 baseline

Rainwater Harvesting at M6 Junction 10

In order to reduce the potable water consumption on this Highways England project, the site accommodation was designed with an above ground rainwater harvesting tank to collect the rainwater from the 620m<sup>2</sup> accommodation building roof.

This innovative solution means the project is able to save at least 11,200 litres of potable water per month.

In recent years we have made great strides in reducing the waste generated by our activities and have increased the amount of this diverted from landfill. We have successfully implemented a number of 'take back schemes', and specific recycling programmes for key materials such as plasterboard. It is clear though that much more can still be done.

In 2020 we introduced our W6 programme. This programme focusses on the 6 largest waste streams, where we have the greatest potential to eliminate, or significantly reduce the amount of waste produced.

Target 11 - We will reduce our waste intensity by 50%, when measured against our 2019 baseline, by 2025

Recognising how important it is to begin with the end in mind, we have renewed our focus on waste elimination through design and planning. We are using 4D digital tools to effectively identify, and eliminate, sources of waste at the earliest possible stage in the project life cycle. On our major highway schemes, we are continuously evolving our alignment designs and innovative material engineering solutions, to eliminate the need to remove material from site.



### W6 Targeting Waste

Working towards our goal of zero avoidable waste, we created our Waste 6 Programme. Analysis showed that our six largest waste streams were: were bulk materials, mixed waste, hazardous waste, timber, plasterboard and packaging wastes. Through the programme our business subject matter experts produced guidance and posters for each waste stream, which were then communicated throughout the business during 2020 via monthly webinars and our intranet platform.

To date over 450 employees and supply chain members have attended the course, with early indications showing that avoidable waste generation has dropped by 45% in 2020.

Target 12 - All operations will be undertaken with Zero Avoidable Waste by 2028















### Single Use Plastics

In 2019 we embarked on the journey to reduce, and ultimately eliminate single use plastics from our business. We made the first small step by successfully eliminating the use of all single use plastic cups, and cutlery, from within our offices and projects, and significantly reducing the use of small single use cleaning and hygiene product containers.

Target 13 - We will eliminate the use of single use plastics in all our operations by 2023

We continue to work with our supply chain identifying where single use plastics are used, seeking to understand why, and what can be done to eliminate the need for the packaging or to introduce alternatives. The harm done by single use plastics is well documented and we have set ourselves an ambitious target to eliminate single use plastics from our operations by 2023.

Eliminating unnecessary single use plastics in our business, key achievements so far:

Eliminating single use plastics - Initiatives undertaken to date

- Eliminated the purchase of all single use plastic cups and cutlery within our offices and on projects;
- Provided all employees with a reusable drinking bottle;
- All traffic cones now produced from 100% recycled content and recyclable at end of life;
- Eliminated the purchase of single use disposable gloves;
- Eliminated single-use batteries, to solely rechargeable battery options;
- Introduced reusable overshoe and ear plug options;
- All ball point pens made from 74% pre-consumer recycled plastic;
- Inkjet cartridges all remanufactured and returnable to supplier for recycling;
- Binding covers produced from 100% recycled polypropylene plastic bottles;
- Successfully implemented a plastic packaging free PPE trial on a project in Holland.

### Circular Economy

We are fully committed to reducing the amount of material within the fabric of the buildings and infrastructure we construct. This includes promoting design for deconstruction and the reuse of materials and components at the end of their useful life.

This aligns with the principles of a circular economy, reusing materials and components, and specifying materials with recycled content. We are fully committed to embedding circular economy principles into all our operations.

We are also a committed signatory to the Irish Green Building Council Environmental Product Declarations Campaign. This campaign promotes the use of Environmental Product Declarations EPDs, and promotes the use of products with EPDs where possible, promoting the potential benefits of any reuse, recovery or recycling at the end of the first life of the products.

### **Recognising Success**

Our achievements have been recognised by the Green Apple Awards programme resulting in:

- 2020 International Green Apple Award for the Built Environment and Architectural Heritage;
- 2020 International Green Apple Award for Environmental Best Practice.

Target 14 - We will successfully embed circular economy principles into our operations by 2023



FOR THE **BUILT ENVIRONMENT** & ARCHITECTURAL **HERITAGE** 



**ENVIRONMENTAL BEST PRACTICE** 













### **Enhancing communities**

**Enhancing communities** 

Generating lasting, positive impacts for the communities where we work and the people we work with

Our theme of enhancing communities recognises both our internal and external communities and looks at how both can work together to deliver lasting benefits for all our stakeholders.

### **UN Sustainable Development Goals**



Material issues identified included safety, health and wellbeing, community engagement and skills as well as education and training. We look here at our work to date in all these areas and others and the targets we have set ourselves for the next 10 years to ensure we continue to make a real difference.

### Safety

In 2018 against a backdrop of an ever-improving safety performance over the previous 10 years we decided to challenge ourselves again.

- 2019 hours worked 18.5m
- Accident frequency rate 0.07



We elected to augment our existing approach by considering safety maturity, alongside the more traditional use of lagging indicators to measure and drive performance. We firmly believe that an increasing safety maturity will support improvement in performance and help us achieve our Zero Vision of:

### **ZERO** Incidents **ZERO** Injuries

From this our 'step up to zero' programme was developed, focussing on 'stepping up' the maturity ladder to work towards our Zero Vision. This programme concentrates on the following themes:



- Leadership
- Standards and Expectation
- · Communication and Engagement
- Fair and Just Culture
- Competence

Both our pioneering behavioural standard, and the associated 'My Team My Responsibility' behavioural safety initiative, are examples of the work being done in the programme.

Providing a natural fit with our value of Care, we are working together with Dekra Optimus to progressively measure our maturity using their respected Culture of Care Diagnostic®. We have set ourselves ambitious targets for the next 10 years, and will continue to work with our supply chain, and other stakeholders, to ensure our people, and everybody with whom we interact, are protected from harm. By continually challenging our weak spots and acknowledging warning signs we will drive year on year cultural development

Target 15 - We will achieve an independently assessed health and safety maturity of 'Calculative' by 2023

Target 16 - We will achieve an independently assessed health and safety maturity of 'Proactive' by 2025







### **Health and Wellbeing**

Recognising that health and wellbeing is as important as safety, led us to appoint a Head of Health and Wellbeing in 2020.



We also launched the 'I Am Here' evidence based mental health programme. We now have over 85 'Ambassadors' making a difference across the business every day.

In it's third year, our monthly health and wellbeing calendar provides a series of topical focus areas, and activities, for our people and those working with us to enjoy. Our health screening programme has provided over 1000 health 'MOTs' in 2019 and 2020.



In 2020 we were proud to be awarded the IBEC Keepwell Mark, recognising our commitment to the health and wellbeing of our people. Into 2021, and beyond, we will be implementing an occupational health and wellbeing strategy that is underpinned by the three pillars detailed below:



### **Health Promotion**

Health promotion focusses on creating healthy behaviours and habits, which will ultimately improve the health and wellbeing of workers. Aided by the provision of supportive work environments, this is best achieved through information, awareness, empowerment and participation, enabling healthy choices to be the easy choice.



### **Health Protection**

Health protection is centered on the prevention of ill health and injury as a result of exposure to occupational risks. These include physical, chemical, biological, ergonomic and psychosocial risks.



### **Health Management**

Health management is more reactive in its nature, but is still a key component of an occupational health and wellbeing strategy. It looks at the support available, both organisationally and individually, to rehabilitate an employee who has experienced an illness or injury. Key components include physical and psychological rehabilitation, fitness for work considerations, and case management referral pathways.

In 2021, we will also be rolling out a comprehensive health screening programme across the business. At an individual level, it establishes baseline health and identifies at-risk areas that require intervention. At an organisational level, it provides us with key insights into the health status of the business, and where the health risks lie. This data can then be used to inform our health and wellbeing programmes going forward.













### **Community Engagement**

Caring for the communities in which we work is something we have done since 1859, and will continue to do each and every day. As society has evolved, our approach to making a real difference to the communities with whom we engage has too.

Successfully blending traditional skills and crafts with the latest digital innovations and technology, we now measure our social value return in investment (SROI) in a cloud-based software solution against a respected SROI model. In 2019 we generated over £6 million of a return in social value investment through the 250 activities entered into the model. In 2021 we will enter all our social value activity into the system and use it to measure our progress against our targeted 5% year on year improvement in SROI.



### The disappearing bench - Irish Times

Our ability to understand, and seamlessly integrate ourselves into the communities we work, means meeting the unique needs of that area, and doing what is needed to make the construction experience a positive one for all.

Following the site set up, for the delivery of a tech multinational's new European HQ in Dublin, it was brought to the team's attention that a bench, that had been cordoned off, was actually a well-used rest point for the community's elderly residents.



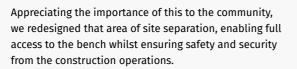












Seamus O'Riain (89), initially contacted the team about the bench, as it allows them to have a break on their daily walk, said he and his wife, Roberta (73) are delighted the bench has returned.

We're very pleased, we thought it was very generous of the men, just because I said I sat there every day. There was nothing in it for them, but they had it done the following day. As a result of that, I wrote a note to them [workers] thanking them for what they had done, and I signed it on my letter head. That was fine, I had my seat back.





### Field of Dreams, Cork

In conjunction with the BioCork 2 project, Janssen Sciences Ireland UC, PM Group and Sisk partnered with the Cork branch of Down Syndrome Ireland to support the development of their Field of Dreams project in Curraheen. Aimed at enabling adults with Down Syndrome to secure meaningful employment, Cork's Field of Dreams is a market garden for the cultivation of fruit, vegetables and farm produce.

Opened in 2017, the ground-breaking demonstrator project has provided education, training and rewarding work opportunities for adults with Down Syndrome in a safe, secure and inspirational environment.

### Development

The original development involved the transformation of a three-acre plot from a greenfield site into a place of

on-going learning through a programme of therapeutic horticulture. The teams have continued their work with the development of a new 400-square metre fruit garden to support the participants with their plans to grow fruit and develop a business venture from the harvest.

Kyran Johnson, General Manager at Janssen Sciences Ireland UC, said:

Industry has a responsibility to support these inspiring projects. Field of Dreams has grown to become a vibrant training hub for its participants, giving adults with Down Syndrome the opportunity to experience the workplace. It's also an opportunity for our employees, who really value their time at the project. ""





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John G Sisk's love of wood, accompanied with his conviction that a career doesn't have to begin with a college education, led him to found the Training Centre in 1964. His instincts were right - many of those who pass through the doors of the four-year programme move on to become our site managers and foremen. The four year apprenticeship course entails periods of full-time study, practical workshop experience and exposure to the construction site environment as the apprentices work towards a FETAC Advanced Certificate Level 6 in carpentry and joinery.

"A Sisk apprenticeship is the beginning of a career journey that is a ticket to anywhere in the world." **Shane O'Hara**, who successfully completed his apprenticeship with the centre in 2011, and is now a Site Manager at Canada Gardens, the £243m flagship project in Wembley.

To date 500 apprentices have started their construction career at the centre.

Toy Story - Learning a craft whilst spreading Christmas joy One of the first jobs the apprentices do after they start is to work on the Christmas Toy Project, an initiative that each year sees us deliver over 500 handcrafted wooden toys to schools, children's hospitals and charities across Ireland, the United Kingdom and now wider Europe in the run up to Christmas.

"I've sent you a thank you letter in the post, I can't tell you how grateful we are for the wonderful toys you gave us, the children will love them, but they will also help so much in helping the children to understand their illness. With young children, they don't understand unless you can incorporate play, I can't thank you enough - they're stunning. " Rosemarie Davies Appeals Officer, Kids Cancer Charity

We continue to work with our homeless charity partner Focus Ireland promoting awareness and raising funds to address this continual challenge. We regularly review our approach, and are committed to developing a social narrative that is specific to the communities in which we work.

All our projects will have social value champions who will work with the community to develop Social Value Strategies that work for them.

Working with social enterprises supporting Mancunian Way at Circle Square, Manchester

In support of the city's homelessness strategy, we partnered with Mancunian Way, an enterprise which specialises in street-based engagement, targeting individuals who don't necessarily want to be engaged, but are the most in need.

We allocated space to Mancunian Way in our site office in 2015, and since then we have worked with them to provide employment and training to encourage disadvantaged individuals back into work. These initiatives include: Construction Skills Certification Scheme exam training, manual handling/ site safety certification, CV preparation, job market overviews, and readiness to work skills.

Through the hard work of all involved we have been able to:

- provide a £10,000 p.a. saving to Mancunian Way, through the provision of office space;
- provide jobs for 48 disadvantaged people, 21 of these being ex homeless, with 43 employed directly on our Circle Square project;
- help 75 vulnerable people through the CSCS training course.

### Nick Buckley, Mancunian Way CEO, said:

The last two years have been amazing; we have gone from three staff to 24. A big part of this story has been working with Sisk who gave us an office when we became homeless and have now created a purpose-built office for us within their city centre offices. Alongside this, they are creating opportunities to get rough sleepers into work and give local young people a taste of construction careers. This great partnership will achieve so much over the coming years and changes the lives of many people for the better. "

It's so exciting. I've never had anyone really want to help before. I am so so grateful. It's a good job and I get paid. I can create a real sense of home."

Paul McCorkindale who went on to be employed by Sisk on the Circle Square project through the Change4Good Homeless Employment project from Mancunian Way

### Awards won to date

2018 North West Charity Awards - Outstanding help to a charity by a large company; Small Charity: Big Impact



### **Skills, Education and Training**

Over 50 years ago John G Sisk set up the joinery apprenticeship centre at our headquarters in Dublin. This centre is still working today, providing school leavers with the opportunity to learn a skill and craft. Over 500 apprentices have passed through the centre since it opened, with many still employed by Sisk today in craft, supervisory or management roles.

Today we blend traditional skills and craft training, with a wide range of training and development programmes. We appreciate the world of work continues to evolve and new and different skills are required to move forward and we offer something for everybody. On average we deliver over 6000 training days a year to our teams.



As members of the 5% club we are committed to ensuring at least 5% of our workforce are in 'earn and learn' positions in their first five years with us. In 2020 we are really pleased to report over 170 of our 1800 strong team are in such positions.

9% of our people in 'earn and learn' positions

Working in partnership with the Construction Industry Federation in Ireland, we deliver specific programmes for supervisors working in the industry, giving them opportunities to develop their skills, and provide many with the learning needed to make the 'next step' in their career. Since developing the programme in 2017, we have trained over 500 people and continue to deliver this programme today.



**Excelerate**: Excelerate is a comprehensive three year development programme, that has been carefully designed to underpin the rigorous membership requirements of various professional institutions. Targeted at graduates, the programme utilises a blend of methodologies which will deliver a mixture of learning and practical experience, to cultivate the next generation of industry leaders.



**Elevate**: In late 2017 we launched Elevate, our Management and Leadership Development Programme. Focussed on nurturing the skills of our individuals, to drive their own performance and that of their teams.

### Engineering Excellence

**Engineering Excellence**: Run in conjunction with Engineers Ireland, the two year programme, is designed to give qualified, civil and structural engineers, the technical skills and development which are required to succeed as a professional engineer. Under the mentorship of Sisk each individual is given the opportunity to put theory into practice on site.



We have developed a similar programme in the UK known as our Black Hat Academy, and over 215 supervisors and managers from our supply chain have participated in this 2-day programme since its launch in 2018.

Our teams have a passion for inspiring the next generation, and take pride in helping them realise that the built environment can offer a fulfilling career for everybody.

We have a team of STEM ambassadors, who are regularly supported by representatives from across our business including our legal, financial, human resources and our craft teams, in participating with school engagement and other outreach programmes. In 2019 we participated in over 60 formal events, and have continued in 2020 to do what we can using our digital toolkits.



### **Recognising Success**

Sisk has been a partner of the Considerate Constructors Scheme since 2009, and in 2017 were really pleased to be invited to assist with the launch of the Scheme in Ireland, leading with the pilot and the first registered projects.

In 2020 we achieved 3 Gold, 2 Silver and 5 Bronze awards at the CCS National Site Awards, showcasing our continued commitment to improving construction practices and the reputation of the industry. We have consistently improved our performance year on year and outperformed the industry average.

Year	2015	2016	2017	2018	2019
Sisk CCS Average	40.72	40.89	39.77	41.49	41.50
Industry CCS Average	35.59	36.00	36.12	36.24	36.73

















## Leading on responsible business practices

Engaging and collaborating with a supply chain with shared values and creating a sustainable legacy across our industry

We recognise and accept that our collective actions can have consequences on others and strive to ensure that decisions taken regarding the procurement and engagement of any organisations, individuals, goods or services are governed by integrating environmental, legal, social and economic considerations into all stages of the procurement process.

### **UN Sustainable Development Goals**



Our stakeholders told us that supporting SME's, meaningful supply chain engagement, financial performance and responsible business practices were all material issues to them and our theme on leading on responsible business practices addresses both our aims and objectives, and these material issues.

### Responsible Procurement

We only work with supply chain partners who share our values and support us in working towards our goals. We are working to embed a procurement approach within the business which meets the requirements of the ISO 20400 guidance standard for Sustainable Procurement and to have completed this across the company by 2022.

We have a zero-tolerance approach to slavery, bribery and corruption and only work with supply chain partners who share our values in this regard. In 2019 we began conducting independent Labour Practice Audits across our projects to verify compliance, and will continue to implement this audit programme going forward.

### **Ethical Procurement**

All the material used on our projects are procured from a legal origin, using credible and recognised responsible sourcing and certification schemes where they are available. In 2014 we committed to ensuring all our timber is sourced from either the FSC or PEFC Chain of Custody (CoC) certification schemes, and all the reinforcement and structural steel products we use are CARES certified.

In John Sisk and Son being the largest main contractor in Ireland have been an influential driver of this initiative across the industry, and have been the earliest adopter in demanding FSC/PEFC timber in the Irish market to my knowledge. 
Ciarán Kelly, Regional Sales Director, Grafton Merchanting ROI

In 2020 we were the first contractor in Ireland to commit to the Irish Green Building Council Environmental Product Declaration (EPD) Programme, guaranteeing we only use products with EPDs wherever possible, and as such have the data to measure and reduce our impacts. Over the next decade we will continue to work with our clients, supply chain, and other stakeholders, to challenge what we build, as well as how we build it ensuring the material and product decisions we make together support our collective vision for the future.



We will progressively increase the extent of scope 3 carbon emissions we measure. We will work with our supply chain to ensure we have the tools to do this effectively, and the right information available at the right time, enabling us to make the appropriate decisions in the building life cycle. We recognise the scale of the task the construction industry faces in assessing scope 3 impacts holistically, and firmly believe this has to be a collective endeavour.

### **Supporting SMEs, Local Businesses and Social Enterprises**

We are committed to supporting SMEs, and understand the benefits we can bring to these organisations in the communities where we work. Since 2011 Sisk has been working with social enterprises and in 2020 worked with 11 different social enterprise organisations. With Community Wood Recycling we have rescued 136.2 tonnes of timber from the waste stream, created 1.7 paid jobs, and supported training for 5 people. Our support for Recycling Lives, a strategic partner for waste management services, has directly contributed to £10,000 of return on social value investment and in the serving of over 1400 meals to those in need.

Where possible we support businesses local to our projects. On our Canada Gardens project in London, this has equated to £139 million invested back into the local area.

E03 Canada Gardens - 40% of the workforce and 58% of total spend in the local supply chain within 40km













We are delighted to be able to announce our new partnership with Social Enterprise UK and our support for the Buy Social Corporate Challenge and furthermore to be working collaboratively with the Irish Social Enterprise Network and their Buy Social Programme.

Over the next 10 years we will progressively increase our spend with social enterprises in Ireland and the UK and seek similar opportunities to support organisations throughout Europe.

As a business, we actively monitor and manage our payment performance, and recognise that this is key to the sustainability of SMEs and local supplier organisations. We are a member of the Prompt Payment Code in the UK, and are committed to complying with the Code's payment practice reporting regulations.

Target 18 - We will successfully embed the ISO 20400 Sustainable Procurement principles into our way of working by 2022

### Health, Safety & Wellbeing **Project Awards**

International Projects

PRIMARK

### **Supply Chain Sustainability School**

We became members of the Supply Chain Sustainability School in 2016, and actively encourage our supply chain to engage with the school. To date 45% of our priority suppliers are active members of the school, with 32% achieving either bronze, silver or gold membership. Through engagement with the school, 12,321 hours of training have been delivered to our supply chain.

We will continue to introduce our supply chain partners to the school, encouraging them to make effective use of the resources it offers them. As we move towards 2030, we will be using this roadmap's themes to inform quarterly engagement events, increase awareness and promote a collaborative approach to collective continuous improvement.

### **Our Supply Chain Awards**

In 2017 we launched our annual Supply Chain Awards event, celebrating the achievements within our supply chain across categories including "Health, Safety and Wellbeing", "Digital Technology" and "Innovation". At our 2019 event there were over 600 attendees and 14 awards presented to our supply chain

Towards 2030 and beyond we will continue to develop our annual Supply Chain Award event, adding additional categories and recognising those in our supply chain who make an outstanding contribution to the sustainability agenda.

### **Diversity and Inclusion**

We absolutely believe that everybody should be able to bring their whole self to work, and that diverse teams are the best teams. In 2017 we established our Diversity and Inclusion Forum, with representatives from all parts of the business and board working together to make a difference.





This forum works both internally and externally promoting best practice, identifying challenges, and breaking down barriers. In 2019 we also established a specific Building Gender Balance Network, hosting events that challenge the existing paradigms and promote an acceleration of change, in the construction industry and beyond.

We work with selected external organisations, such as the Irish Centre for Diversity and the WISE campaign in the UK, allowing us to learn together and share best practice.

### Female PPE, simple things that make a difference



We are signatories of the Construction Industry Federation Diversity and Inclusion Charter, and currently hold the Irish Centre for Diversity Investors in Diversity Bronze standard

Target 19 - We will achieve the Irish **Centre for Diversity Investors in Diversity Gold Standard by 2023** 



### 2020 Stemettes

Stemettes is an award-winning social enterprise working across the Ireland, the UK and beyond to inspire and support young women into Science, Technology, Engineering and Maths (STEM) careers. During August 2020 they ran the 2020 Outbox - Stemettes Summer Programme, where over 300 young women and nonbinary people from across the world virtually joined daily sessions, group work and downtime, to work on STEM projects or professional certifications.

Pooja Godhania, a Sub-Agent in our civil engineering business unit, is a Role Model for Stemettes, and alongside her role as part of the mentoring scheme, she also led sessions as part of the Outbox programme. Delivering her 'Meal Plan', in a fun and engaging way, gave Stemettes an understanding of what Civil Engineering entails. This 'Meal Plan' is also used in STEM clubs throughout the UK and Ireland.

### Results

- 21 attendees between the ages 7-11 partook in Pooja's virtual 'Meal Plan'
- 9.2/10 How useful participants found the session
- 9.5/10 How much participants enjoyed the session

I would like to meet Pooja in person and see some of her projects because she inspired me to become a civil engineer. ""















## Embracing innovation and digital technology

Supporting, developing and promoting sustainable design and construction solutions through efficient business practices

The construction industry is currently witnessing somewhat of a revolution in how it is embracing innovation and digital technology.

Many of our key stakeholders throughout the industry are now recognising the opportunity for better performance - from policy makers to clients, design partners to contractors, and throughout the entire supply chain, there is a drive like never before to continuously improve the way we deliver our projects.

**UN Sustainable Development Goals** 



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We are committed to continuing to be a driving force within this revolution and have made significant investments in both innovation and digital technology in recent years. We recognise that the speed of change in the built environment continues to accelerate and further change is required to the address the environmental and societal challenges before us.

Technology has a part to play in this, meaning we can do more, faster and with less resources. We also know and understand that waste isn't always physical, and we are as determined to eliminate waste in process and people's time and energy as we are the more traditional consideration of waste in the construction industry.

We are also committed to continued investment in digital solutions and technology and the use of modern methods of construction and modern materials and this theme focusses on this, and how we think they can shape what we do and help us to achieve our targets.

### **Our Digital Project Delivery Approach**

Over the last ten years we have significantly increased our Digital Project Delivery (DPD) capabilities. We have carefully selected the systems we use, blending external applications with internal expertise, ensuring our solutions deliver best value for us and our stakeholders. With the understandably increasing focus on both data security and business resilience, in an increasingly technologically dependant and connected world, these critical factors always inform our decisions.

In parallel, we have developed an industry leading management system comprising of a suite of procedures, guidance notes and forms that led us to achieving our BIM Level 2 Certification in 2016.

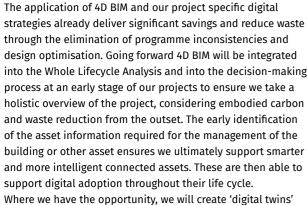


Our DPD approach is split into three elements – these are Building Information Modelling (BIM), Information Management, and Innovative Technology.

### **Building Information Modelling**

Our BIM capabilities span across 3D, 4D, 5D and more recently 6D. From the outset of a project in the pre-construction phase, we seek to engage early with our clients and design partners to develop a 3D model. We facilitate and drive design review and co-ordination and seek to eliminate all instances of design clashes and buildability issues. Our current BIM a Level 2 accreditation recognises our consistent approach.

### **Autodesk AEC Excellence Awards winners 2019 & 2020**



of our projects. These models will support the adoption of a cognitive approach to the operation of the building or asset.

As we move towards 2030 our digital strategy will see us effectively implementing 5D BIM, immersive technology and artificial intelligence to do even more, we expect this to be our normal way of working across all our projects by 2023. These are areas where we see further efficiencies and longer-term benefits for our clients, and we are continuing to invest in both our people and technology so that we can maximise the value over time.

### Information Management

As the pace of our construction projects accelerates, it has never been more important to have a robust, accessible and well managed information platform. Our Common Data Environment is deployed throughout all projects in a consistent manner using an agreed folder structure and then maintained throughout the project by our teams of experienced document controllers.

An important part of this process is the digitisation of our traditionally paper-based forms. We have deployed a Field Data Capture solution that vastly reduces the amount of paper produced on our projects by streamlining the data entry process into digitised forms that have automated workflows.

We are committed to ensuring that our Information Management is continuously being maintained to international standards. By 2021 we will have successfully transitioned from our BIM Level 2 certification to be being certified as 'BIM Ready' against the requirements of ISO 19650.

### **Innovative Technologies**

Over the last 10 years, the construction industry has grown to become Silicon Valley's largest recipient of venture capital funds as investors join the crowded market of technology enthusiasts. At every stage in a building or infrastructure asset's lifecycle, from initial concept, design, through construction and into maintenance and beyond, innovative technologies are making their mark on the construction industry. While this brings incredible opportunities for the industry to advance forward, it can also bring challenges in trying to determine what technologies add the most value.

We continue to analyse the market to identify the most promising innovative technologies and match their capability against our biggest challenges. Our DPD Teams seek to identify the technology, test and trial it, develop the business case and then deploy it throughout our business using a dedicated team of IT Business Analysts, IT Project Managers and an IT Systems Architect.

Target 20 - By 2021 we will have successfully transitioned from our BIM Level 2 certification to being certified as 'BIM Ready' against the requirements of ISO 19650

Technologies such as drones, virtual reality, augmented reality and other immersive technologies are enabling our projects to increase efficiency, reduce rework and increase safety by creating new opportunities for collaboration with our supply chain and key stakeholders.

### Bringing construction robotics to europe

An investment of £135,000 has enabled Sisk to be the first contractor in Europe to introduce robotic bricklaying to its contracts. Up to 61kg of material can be handled resulting in productivity gains of at least 50%.

Utilised on The Robinson PRS scheme at Wemblev. benefits included increased program consistency, greater cost certainty and a significant reduction in musculo-skeletal injury risk.



through the elimination of programme inconsistencies and design optimisation. Going forward 4D BIM will be integrated into the Whole Lifecycle Analysis and into the decision-making process at an early stage of our projects to ensure we take a holistic overview of the project, considering embodied carbon and waste reduction from the outset. The early identification of the asset information required for the management of the building or other asset ensures we ultimately support smarter and more intelligent connected assets. These are then able to support digital adoption throughout their life cycle.













### **Artificial Intelligence and Data Analytics**

We recognise the power and potential that sits behind each of the individual systems we use. However, we also recognise that there are vast amounts of un-exploited data sets that are waiting to be tapped into to drive increased efficiencies and optimise our performance.

We have invested in a dedicated data team to establish a secure and well governed data structure for our business. This team is focused on driving end to end solutions for the business that drive waste out of our existing processes and seeks to identify trends within our data that enable our people to make better informed decisions. Central to the success of this team is the level of understanding of both the technology and the construction process - to this end, we have invested in a fully accredited Data Apprenticeship course for our people and look to expand this capability throughout our business between now and 2023.

### Target 21 - By 2025 we will have 10 **Data Apprentices working in 'earn and** learn' positions

With the right level of infrastructure now in place throughout the business, we are starting the process of extracting data from our native systems and incorporating it into our data warehouse. We have had some early successes implementing business intelligence reporting tools for visualising our data and reducing the time taken to produce reports. Our data strategy will rapidly evolve as we move towards 2030, where it is anticipated that our business will truly become a data driven organisation.

We have begun to invest heavily in the use of Artificial Intelligence technology, with our first meaningful entry into this technology being for the capture of site progress on a daily / weekly basis. Site progress data is captured using 360° cameras and pushed into the cloud where a machine learning model processes the images captured and within hours provides a full progress report of planned versus actual progress, along with identifying any errors in either workflows or quality control issues. This is an area that will see rapid expansion between now and 2025 and we are committed to continually invest both time and effort to maximise the benefits of the technology to continuously enable us to deliver our targets.

### **Modern Methods of Construction and Modern Materials**

We recognise the benefits associated with modern methods of construction and especially off-site manufacture, both generally and in support of our sustainability ambition. Our teams have extensive experience in delivery precast solutions in the buildings and civil infrastructure sectors, along with modularised components in both the Data / ICT sector and Life Sciences sector.



### Precast solution at Wembley Park

Forming a focal point for the Canada Court project at Wembley, Sisk used offsite solutions in the delivery of a 2000m<sup>2</sup> bespoke central pond. The complex geometry of the water feature, alongside the logistical challenges of the project, led the on-site team to use a pre-cast system rather than an in-situ solution.

This solution required over a hundred individual and unique elements to be produced off-site and assembled at the project, while integrating an electrical system for lighting features and ensuring that all the joints were fully waterproofed. In recognition of the impressive work carried out on this project, Sisk were nominated for the



















Our specialist modular offering, VisionBuilt, provide offsite light gauge steel building solutions. These solutions provide significant benefits including:

- · greatly improved thermal insulation and airtightness due to the warm frame construction and factory-controlled install;
- excellent recovery rates for steel used in construction, currently up to 93% for recycling and 10% for reuse supporting circular economy principles;
- a reduction of up to 70% in the foundation loadings significantly reducing foundation sizes;
- reductions in overall site time of up 30%;
- greatly reduced transport requirements when compared to 3D modular units, as one delivery can hold up to 3 single dwellings;
- less waste, as lengths of steel rolled are rolled to suit;
- embodied carbon reductions of up to 20% in the building fabric; and
- · ease of future modification and extension.

Modern materials will also have an increasingly important part to play in reducing the construction industry's dependency on traditional carbon intensive materials. Working with our designers and clients we have already made great steps forward carefully engineering concrete mix designs to reduce the cement content and in the use of recycled aggregates and recycled asphalt, but a lot more can be done.

We are committed to challenging convention and always asking is there a better material available. Our technical teams have the capability to initiate specific research and development projects and work with the wider project teams to seek out and assure new and emerging material use.

Cognitive buildings
The number of IoT (

The number of IoT (Internet of Things) devices in buildings is rapidly increasing, alongside new requirements for the flexible operation of climate, lighting, and other energy control systems. Cognitive buildings can autonomously integrate IoT devices and learn system and user behaviour.

They have evolved to actively learn and adapt, making them aware of their own energy performance, and balance it with the comfort of its occupants.

A truly cognitive building can manage all the devices and systems it contains. It can utilise all the data (including unstructured data) they provide to learn how the building is being used, if end user comfort levels are being attained and if energy use is optimised. They can also manage the health of the assets they contain and predict, diagnose and report faults quickly.



Our Sensori ESMP - Energy and Sustainability Management Platform is a bespoke DAAS (Data as a Service) application built using the most advanced IoT and Edge server technologies. It allows insights from collected sustainability and 'smart building' data to be viewed and monitored in a one-stop userfriendly portal complete with an actionable dashboard, and for portfolios to be actively benchmarked against each other. The need to switch to cognitive building styles will come to the fore over the coming years as we all address the climate challenge.

Sisk stand ready to play our part in the development and introduction of all the necessary technological and digital methods in the development of these buildings.

### **Industry Leadership Through Collaboration**

All the above would not be possible without a collaborative relationship with all of our key stakeholders. We recognise we have a responsibility to the industry to continue to push forward the innovation and digital technology agenda. We have engaged with universities in Ireland and the UK to establish strategic partnerships, enabling both academia and industry to come together to collaborate on some of the most cutting-edge technologies.

We have also engaged with local government funded bodies such as Enterprise Ireland, Innovate UK and Horizon Europe to explore how we can jointly unlock future potential opportunities to innovate. We seek to further cement these relationships in 2021, and to continue to build out a programme of targeted research and development projects, while looking to establish an Internship Programme for digital students by 2023.

We understand that our clients, design partners, supply chain partners and all other key stakeholders will all be at different levels of maturity in the digital approach. We will seek to engage meaningfully with our stakeholders to assist in creating a common ground and a common level of understanding of the value that innovation and digital technology can bring. In 2021, we are committed to developing a Digital Centre of Excellence and will use it as a facility to educate, collaborate and foster a culture of innovation – we look forward to inviting our key stakeholders to a fully immersive experience tailored to their needs, showcasing our digital capability.













### Our 2030 Sustainability Roadmap Overview

We will achieve carbon neutral status in 2021 by offsetting the emissions from our operations through internationally accredited carbon reduction schemes



We will eliminate the use of single use plastics in all our operations by 2023

We will eliminate internal combustion engine powered We will achieve carbon vehicles from our company neutral status by 2030 car fleet by 2030

2030

We will plant 1.7 million trees as native woodland in Ireland, the UK and wider Europe by 2029

> We will achieve Zero Avoidable Waste in our operations by 2028

We will reduce our carbon intensity by 25% from our 2019 baseline by 2023

We will commit to 50% of the vehicles in our fleet being electric by 2024



### UN Sustainable Development Goals Target How we will achieve this Notes Our Theme We will transition from diesel to low carbon biodiesels such as hydrotreated vegetable oil (HVO). Carbon intensity calculated based upon our scope Positive contribution We will reduce our carbon We will work with our supply chain to help them make more informed fuel decisions. 1 & 2 greenhouse gas emissions and those scope 3 We will increase the number of electric vehicles in our car and commercial vehicle fleet. indirect emissions upon which we have immediate intensity by 25% from our We will employ energy efficiency innovations guided by our ISO50001 accredited energy influence, known collectively as the emissions from 'our management system to reduce consumption of all energy sources. operations' 2019 baseline by 2023 We will continue to work with our supply chain to reduce our scope 3 emissions. 2. Our 2019 baseline is 15.89 tCO<sub>3</sub>e/€m t/o Carbon intensity calculated based upon our scope Positive contributio We will reduce our carbon We will transition from diesel to low carbon biodiesels to zero carbon hydrogen. 1 & 2 greenhouse gas emissions and those scope 3 We will work with our supply chain to assist them in transitioning to zero carbon fuels. indirect emissions upon which we have immediate 02 intensity by 50% from our We will eliminate internal combustion engines from our car and commercial fleet. influence, known collectively as the emissions from 'our 2019 baseline by 2026 We will electrify our operations and develop zero emission construction projects. operations' 2. Our 2019 baseline is 15.89 tCO₂e/€m t/o We will implement energy efficiency innovations guided by our ISO 50001 accredited energy CDP assesses companies on the comprehensiveness of We will achieve a CDP management system to reduce consumption of all energy sources. their disclosure, their awareness and management of We will continue to have our carbon footprint externally verified to ISO 14064-3. 03 A rating for Climate environmental risks and their demonstration of best We are committed to setting climate targets to limit global temperature rise to 1.5°C in line with practices associated with environmental leadership, Change by 2022 the Science Based Target Initiative. such as setting ambitious and meaningful targets We will consult and engage with our stakeholders including our supply chain. We will achieve carbon neutral status in 2021 by By continuing with our carbon reduction initiatives and driving down the greenhouse gas 1. Sisk will achieve a carbon neutral status when the Positive contributio offsetting the emissions net greenhouse gas emissions associated with all our emissions produced through our operations. Through our membership of the Internationally Accredited Achilles Carbon Reduce Programme operations, as identified through the Internationally 04 from our operations to accurately measure our greenhouse gas emissions. Accredited Achilles Carbon Reduce Programme, are zero By offsetting our unavoidable emissions through internationally accredited carbon reduction for the year in question. Greenhouse gas emissions wil through internationally schemes, as verified through the Internationally Accredited Achilles Carbon Reduce Programme. be measured in CO,e. accredited carbon reduction schemes Sisk will achieve a carbon neutral status when the By continuing with our carbon reduction initiatives and driving down the greenhouse gas net greenhouse gas emissions associated with all our We will achieve carbon emissions produced through our operations to zero. operations, as identified through the Internationally Through our membership of the Internationally Accredited Achilles Carbon Reduce Programme Accredited Achilles Carbon Reduce Programme, are zero neutral status by 2030 to accurately measure our greenhouse gas emissions. for the year in question. Greenhouse gas emissions will be measured in CO<sub>2</sub>e.

Target	How we will achieve this	Notes	Our Theme	UN Sustainable Development Goals
By 2024 50% of t 06 vehicles in our f electric	We will assemble FM shought of allities at any officer and assembling sites	<ol> <li>Electric vehicle offerings include battery plug in hybrid vehicles.</li> </ol>	powered or	Directly relevant Positive contribution  9 11 12 13 7
We will eliminat combustion eng powered vehicle company car fle	• We will continually embrace new technologies to make electro-mobility more viable for employees.	our _		Positive contribution  9 11 12 13 7
We will plant 1.7 trees as native v in Ireland, the U wider Europe by	<ul> <li>We will partner with appropriate tree planting schemes in both Ireland, the UK and wide to enable the planting of 1.7 million trees.</li> <li>We will actively encourage the inclusion of tree planting initiatives in our project social vistrategies and associated outreach programmes.</li> </ul>	•		Directly relevant Positive contribution  13 6
We will establish sustainable part supporting the strestoration of per	tnerships  • We will partner with peat bog restoration projects.  By committing to peat bog restoration activities we will engage with local communities in development of localised social attraction amenities.	1. On 1 <sup>st</sup> March 2019, the United Nations (UN Assembly (New York) declared 2021–2030 on Ecosystem Restoration."		Directly relevant Positive contribution  13
We will reduce of water use intensection by 2025 against baseline	sity by 50%  Through training and education programmes covering water resource management.  We will, where possible use water for dust suppression from non-potable sources and de	1. Water intensity is the m³ of potable water of project value. (2019 performance 5.55n 2025 our target potable water intensity is t/o	m³/€100k t/o). By	Directly relevant Positive contribution















### **Building today Caring for tomorrow**

	Target	How we will achieve this	Notes	Our Theme	UN Sustainable Development Goals
11	We will reduce our waste intensity by 50%, when measured against our 2019 baseline, by 2025	<ul> <li>By continuing our Waste 6 programme targeting the 6 largest waste streams generated by Sisk.</li> <li>Through elimination of single use plastics in all operations.</li> <li>By successfully embedding circular economy principles in strategic business planning.</li> <li>By increasing the use of modern methods of construction and lean construction methodologies.</li> </ul>	<ol> <li>Waste intensity is the tonnes of construction waste generated per €100k of project value. (2019 performance1.87t/€100k t/o)</li> </ol>		Directly relevant Positive contribution
12	All operations will be undertaken with Zero Avoidable Waste by 2028	<ul> <li>By working with a supply chain with aligned values.</li> <li>Through embedding Zero Avoidable Waste principles at design and considering deconstruction, where we have the opportunity to influence decisions.</li> <li>Through our Waste 6 Programme targeting the 6 largest waste streams generated by Sisk.</li> <li>By eliminating our use of single use plastics in all operations.</li> <li>By successfully embedding circular economy principles in strategic business planning.</li> <li>Where waste is unavoidable it will be recovered at the highest possible level of the waste hierarchy.</li> </ul>	<ol> <li>Zero Avoidable Waste in construction means preventing waste being generated at every stage of a project's lifecycle, from the manufacture of materials and products, the design, specification, procurement and assembly of buildings and infrastructure through to deconstruction. At the end of life, products, components and materials should be recovered at the highest possible level of the waste hierarchy, i.e. reused before being recycled, whilst ensuring minimal environmental impact. February 2020, Green Construction Board https://www.constructionleadershipcouncil.co.uk/wp- content/uploads/2016/05/ZAW-Report-Final-Draft-25- February-2020.pdf</li> </ol>		Directly relevant Positive contribution  12 13
13	We will eliminate the use of single use plastics in all our operations by 2023	<ul> <li>By appointing a 'Single Use Plastics Working Group' from within Sisk and our supply chain.</li> <li>By developing a business transformation guide to work with our supply chain partners to eliminate SUPs.</li> <li>By identifying SUPs, building a plan, and implementing change to meet the 2023 commitment.</li> </ul>	1. Sisk defines single use plastics (SUPs) as "plastics or disposable plastics that are intended to be used only once before they are thrown away or recycled. This applies to all packaging, containers, disposable items and materials used on site or for branding and marketing use. This includes bioplastics, as although these are derived from biomass and/or intended to biodegrade over time, this process only occurs under specific circumstances and is therefore not considered a final solution."		Directly relevant Positive contribution  12
14	We will successfully embed circular economy principles into strategic business planning by 2023	<ul> <li>By reviewing and adopting appropriate tools and systems to assess and embed circularity into Sisk operations.</li> <li>Through assessing the current level of circularity in Sisk operations and re-assessing throughout the process.</li> <li>By identifying and implementing opportunities to improve circularity e.g. through designing out waste, keeping materials/ products in use and generating environmental benefits.</li> <li>Through collaboration with our clients, the design teams and our supply chain to increase circularity in the products which are specified and procured.</li> </ul>	<ol> <li>A circular economy is based on the principles of designing out waste and pollution, keeping products and materials in use, and regenerating natural systems. https://www.ellenmacarthurfoundation.org/circular- economy/what-is-the-circular-economy</li> </ol>		Directly relevant Positive contribution















### **Building today Caring for tomorrow**

	Target	How we will achieve this	Notes	Our Theme	UN Sustainable Development Goals
15	We will achieve an independently assessed health and safety maturity of 'Calculative' by 2023	<ul> <li>By continuing to deliver our 'Step up to Zero' maturity improvement programme.</li> <li>By continuing to invest in our supply chain, working with them to improve competence across the industry.</li> <li>By working with our peers and industry groups to ensure we all learn together.</li> <li>Constantly looking beyond construction to ensure we learn from other industries.</li> </ul>	Assessed against the Dekra Optimus Culture of Care maturity model.		Directly relevant Positive contribution  3 16
16	We will achieve an independently assessed health and safety maturity of 'Proactive' by 2025	<ul> <li>By continuing to deliver our 'Step up to Zero' maturity improvement programme.</li> <li>By continuing to invest in our supply chain, working with them to improve competence across the industry.</li> <li>By working with our peers and industry groups to ensure we all learn together.</li> <li>Constantly looking beyond construction to ensure we learn from other industries.</li> </ul>	Assessed against the Dekra Optimus Culture of Care maturity model.		Directly relevant Positive contribution  3 16
17	We will increase our added Social Return on Investment by 5% year on year against our 2019 baseline	<ul> <li>By carrying out local impact reviews to identify and target specific local requirements on each project.</li> <li>Through formulating individual project specific social value strategies focusing on these local requirements.</li> <li>By continuing measuring and monitoring our Social Return on Investment through an externally verifiable framework.</li> <li>By analysing and building upon the activities with the highest Social Return on Investment.</li> <li>Through continuing with our leading apprenticeship and graduate programmes.</li> <li>By collaborating and sharing knowledge within the industry through our Social Value Forum.</li> <li>By engaging with a supply chain of shared values, who proactively contribute to added Social Return on Investment.</li> </ul>	Social Return on Investment is a framework for measuring and accounting for the value of our every day actions; it seeks to reduce inequality and environmental degradation, and improve wellbeing by incorporating social, environmental, and economic costs and benefits. http://www.socialvalueuk.org/app/uploads/2016/03/The%20Guide%20to%20Social%20Return%20on%20 Investment%202015.pdf	Shirthing &	Directly relevant Positive contribution  4
18	We will successfully embed the ISO 20400 Sustainable Procurement principles into our way of working by 2022	<ul> <li>By developing Key Performance Indicators/ Service Level Agreements and performance audit protocols.</li> <li>By incorporating the necessary provisions for ISO 20400 into job roles, personal development plan goals and operating procedures.</li> <li>Through the formalisation of our procurement protocol which includes sustainability requirements at each stage of the procurement process, e.g. design/specification, sourcing.</li> <li>Through the use of periodic self and independent assessments to measure performance against the standard's requirements.</li> </ul>	1. ISO 20400 is a guidance standard on sustainable procurement. It is split into 4 sections: Fundamentals; Policy and Strategy; Organisation; and Process. The standard helps to develop a procurement process that is built around the concept of sustainable procurement.		Directly relevant Positive contribution  8 9 11 12 16













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	Target	How we will achieve this	Notes	Our Theme	UN Sustainable Devel	opment Goals
19	We will achieve the Irish Centre for Diversity Investors in Diversity Gold standard by 2023	<ul> <li>Continuing to develop our diversity action groups and gender balance networks.</li> <li>By implementing effective diversity and inclusion awareness programmes throughout the business.</li> <li>By ensuring our leadership is diverse and inclusive.</li> <li>By ensuring our recruitment, retention and progression processes are inclusive.</li> <li>Through effective recording and monitoring and addressing trends and issues identified.</li> <li>By working with our peers and industry groups to ensure we all learn together.</li> <li>Constantly looking beyond construction to ensure we learn from other industries.</li> </ul>	-		B 10	Positive contribution
20	By 2021 we will have successfully transitioned from our BIM Level 2 certification to be being certified as 'BIM Ready' against the requirements of ISO 19650	<ul> <li>By carrying out a full review of our management system documentation for the Digital Project Delivery function to identify any gaps in the process.</li> <li>We commit to updating our Management System documents and procedures to be compliant with ISO 19650 by Q1 2021.</li> <li>Once successfully achieving our ISO 19650 certification, we commit to implementing our Management System in a consistent and compliant manner.</li> <li>We commit to hosting regular audits of our Management System to ensure we remain compliant and operating to the correct standards.</li> </ul>	-		Directly relevant	Positive contribution
21	By 2025 we will have 10 Data Apprentices working in 'earn and learn' positions	<ul> <li>We commit to enrolling two staff per year from 2020 to 2025 on a Data Apprenticeship that is focused on delivering positive outcomes for the construction industry.</li> <li>We commit to supporting the data analytics community within the construction industry through sponsorship of key events and the offering up of Sisk data for the purposes of analysis.</li> <li>We commit to fostering a culture of data driven decision making throughout all aspects of our business to ensure we reduce waste, remove inefficiencies and drive better performance.</li> </ul>	-		Directly relevant	Positive contribution





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