



JOHN SISK & SON

Sustainability Report 2022



Welcome from the CEO

Dear Sisk Stakeholder,

At the start of 2022 we all hoped for brighter times as we emerged from the shadow of the Covid-19 pandemic but once again we were challenged by global events.

While these events presented challenges for the construction industry and society yet again our thoughts are with those more acutely affected by the conflicts across the world.

As I have said before Sisk is committed to being carbon neutral by 2030. It is at the heart of our business strategy. It informs everything we do as a business as we develop and expand the services we offer. Sustainability was front and centre on the agenda in 2021 as we started to operationalise our 2030 Roadmap and increased our engagement with all our stakeholders.

It remained there in 2022 as we developed our new strategy for 2023 and beyond. However, the path to net zero it is not without its difficulties and there are some targets that we have found to be especially challenging. In particular, our targets related to electric vehicles are faced with a number of issues, including our ability to purchase vehicles, a lack of charging infrastructure and uncertainties surrounding taxation.

As Ireland's largest construction company, we take our responsibilities very seriously and construction is a sector that needs to play its part in addressing the climate emergency by fundamentally changing how we go about our business. In 2022 we initiated several activities intended to help those with

whom we work make a difference to, this increasing engagement and support for our supply chain partners will continue into 2023.

In 2022 we continued our efforts to support new and innovative technologies and to be at the heart of change. In 2023 and beyond, this will continue, as we look to pioneer alternative fuels, such as hydrogen, where we see their use being fundamental to the effective decarbonisation of heavy construction machinery.

As an early adopter of battery powered equipment in our fleet we understand how important it is to establish the right environment to enable manufacturers to bring such equipment to market. We will do everything we can to ensure the infrastructure is in place in the markets we operate and, on our projects, to support those bringing these new and exciting machines to the industry.

While we have continued to make great strides in the environmental sustainability sphere, our newly establish social value and stakeholder management teams have been working with our projects delivering real value in the communities in which we work and a personal highlight of mine was seeing the difference we made to the St Ronan's National School in Clondalkin, Dublin, covered in more detail later in this report. I am incredibly

proud of the work we have done supporting the staff and pupils there improving the environment in which they learn and develop.

While our efforts in the communities may well lead to the youngest generations eventually deciding to pursue a career in the built environment, we continue to work with those a little further along their journey. Our joinery programme continued to allow the apprentices to develop world class craft skills alongside our ever-increasing number of apprentices in 'earn and learn' positions in technical roles in the business.

"Our ability to successfully support both traditional crafts and trades at the same time as embracing the digital revolution makes me incredibly proud to lead this organisation."

Finally, I would like to close by saying thank you to everyone involved in helping us along our journey in 2022, our clients and our supply chain partners and the Sisk teams across the business who are delivering on our ambition every day. I look forward to reporting further progress next year on the road to Net Zero.

Paul Brown
CEO - John Sisk & Son





About this report

**Sisk launched ‘Building today, Caring for tomorrow’,
our 2030 Sustainability Roadmap, in 2020.**

John Sisk & Son (Holdings) Ltd outlined our commitment to being a leader and solution provider for a healthier, more equitable and a better future for all. We continue this commitment addressing a wide range of environmental, social and governance topics that are important to our stakeholders and our industry.

This report outlines the updates against our 21 targets in our 2030 Sustainability Roadmap. Across our business and value chain, we have dedicated and talented people collaborating to achieve our ambitions and who consistently address the challenges that we, and the world we live in, are faced with.

We continue to outline our contributions to achieving the UN Sustainable Development Goals (SDGs). These wide-reaching goals are central to our ambitions and underpin our focus on our themes of Climate Change and

Air Pollution, Caring for the Environment, Enhancing Communities, Leading on Responsible Business Practices and Embracing Innovation and Digital Technology. The UN SDGs provide us with an international framework that is recognised and respected by our clients and stakeholders, who are based all over the world. Furthermore, it enables us to communicate our actions and delivery in a way that resonates with those stakeholders and with whom we have shared ambitions.

This report restates our commitment to action and transparent reporting on the period from the 1st January 2022 to the 31st December 2022. It is prepared with reference to the Global Reporting Initiative (GRI) standards. GRI is an independent, international organisation and one of the global standard-setter for sustainability impact reporting.

We selected 2019 as the baseline year for measuring carbon reduction, with this being the first year that verification of our emissions was achieved through the Achilles Carbon Reduce Programme, in accordance with ISO 14064-1.

Since 2019, we have responded to CDP, which is fully aligned with the Task Force on Climate-related Financial Disclosures (TCFD) and our 2022 CDP response is available [here](#).

Our second annual sustainability report is another step to advancing sustainability reporting at Sisk and being ready for legislative changes and increasing stakeholder expectations in the years ahead.

Our stakeholders are invited to contact the Sustainability Team at: sustainability@sisk.ie with any comments, questions, or suggestions regarding this document.



2022 Sustainability Achievements

Tackling Climate Change & Air Pollution

3.5% reduction in absolute emissions for Scopes 1,2 and mandatory 3; **18%** reduction in intensity for Scopes 1,2 and mandatory 3 since baseline (2019).



Energy intensity in 2022 was **18%** lower than the baseline.

Since 2021, Hydrotreated Vegetable Oil adoption has saved **4,336tCO2e**.



Caring for the Environment

97.44% Construction & Demolition waste diverted from landfill.



Over **400,000** native trees have been planted to date.



Continued partnerships with **Green Restoration Ireland & North Pennines Area of Outstanding Natural Beauty** to restore peat bogs in the UK & Ireland.



Enhancing Communities



1,046 employees participated in Health Screening.



In 2022 achieved **12.4% Social Return on Investment (SROI)¹**.

500+ volunteering hours dedicated to St. Ronan's National School in Clondalkin, Dublin.



Leading on Responsible Business Practices

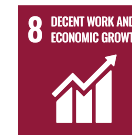


Launched '**Atypical careers**' series, and '**Sisk Connect**' employee working group for international colleagues.

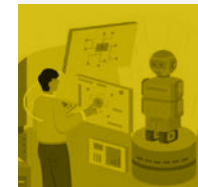
230 employees completed 'It's only banter' workshops in 2022.



1345 workers interviewed as part of the **Worker Engagement Surveys**.



Embracing Innovation and Digital Technology



Joined **Construct Innovate Ireland** and **MMC Ireland**.

During 2022 **8 Data Apprentices** in 'Earn & Learn' positions in Data Analytics with 3 completing during the year, supporting one full-time role coming via the UK Government's 'Kickstart Scheme'.

Created the Sisk Data Academy with **60+** members and a technical library with 33 videos spanning 12 hours of content.



¹Social Return on Investment (SROI) is calculated using the National TOMs framework to provide an externally verified social value add and measured against John Sisk and Son (Holdings Ltd) annual turnover to provide a percentage SROI.

About Sisk

We pride ourselves on innovation, quality, and a commitment to a sustainable future.

As an international construction and engineering company with a strong presence in Ireland, the UK, and wider Europe, we consistently deliver exceptional projects that stand the test of time. Sisk has been in existence for over 160 years, and we want to continue to have a positive impact by delivering on our purpose; creating places for future generations. It is inspired by our founder John Sisk and his commitment to the communities in which he worked. That commitment is as strong as ever and gives us an enormous sense of pride in what we do.

Our family-owned business has remained steadfast to the guiding principles established by our founder. These principles include providing outstanding construction expertise, exceptional customer service and a steadfast commitment to investing in our people.

We take pride in employing, training, and inspiring our staff to fulfil their potential while fostering a culture of innovation and forward-thinking. We are dedicated to driving tangible progress and innovation within our industry and resolutely uphold our core values of Care, Integrity, and Excellence, all of which underpin and reinforce our sustainability mindset and focus on delivering a brighter, more sustainable future that benefits everyone.

The economic value generated by Sisk across Ireland, the UK and Europe is distributed across our many stakeholders including employees, clients, suppliers, subcontractors, local businesses, governments and local residents and communities, through operating costs, employee wages and benefits, tax payments and local spend.



€ 1.7 billion
Turnover



2067
Employees



138
Live Projects



8
Countries

“

Our approach to sustainability and the global challenges we face has continued to evolve in 2022. We have made great progress addressing our own absolute carbon impacts and in 2023 we will step up our work addressing carbon throughout the complete life cycle of the buildings and infrastructure we are associated with. I am excited to see the new and emerging technology and innovations coming from our supply chain and our ability to bring these new and exciting solutions to bear has never been better.

Our own people, including our new Carbon Engineering and Sustainable Design teams and our supply chain partners must, and I know will, really work together to deliver meaningful change ‘**creating places for future generations**’. As I have said before we have people across the business with the skills, expertise, and most importantly, the passion, to deliver the change required.



Wayne Metcalfe
Director - Health, Safety,
Sustainability & Quality

Our values

We have a workforce of over 2,000 dedicated professionals and trusted partnerships with established suppliers.

Sisk is continuously expanding and evolving to meet the demands of our industry. As the employer of choice for more and more people, we take pride in fostering a culture of innovation that future-proofs our business.

We have strategically invested in businesses that complement our own, including Sensori FM (facilities management) and Vision Built (off-site modular construction), recognising the potential synergies.

Our commitment to sustainability is at the forefront of everything we do, and our people, technology, and modern construction methods are critical enablers of this mission. Over the last 18 months, we have refreshed our corporate strategy, Breaking New Ground, which incorporate all of these priorities as well as our net zero ambition and engaged our employees in a process to have their say. In 2023 we have started to share it with external stakeholders.

Our project highlights in 2022 included the delivery of the Howth Middle Pier upgrade and progress on a range of other infrastructure, healthcare, housing and

commercial projects such as at Dublin Airport, Dunkettle in Cork, Cherrywood, One Wilton and Grand Parade in Dublin.

In the UK we finished the Mercian, the tallest residential tower in Birmingham and continued to deliver award winning projects in Wembley Park as well as expanding into other regions of the UK. We topped out our project at the Birmingham Health Innovation Campus and made progress at our Oxford Science Park site. In Scandinavia and the Benelux region, we are building data centres and life science facilities. At every stage and on every type of project, we are committed to delivering exemplary work to support and help build places for the future generations.

We prioritise stakeholder engagement, collaborating with the local community, clients, end-user groups, and regulatory and professional bodies. By engaging with all our stakeholders at the earliest opportunity, we ensure that their perspectives are integrated into our project design and construction schedule, fostering transparency and accountability.



Care

- We take care of ourselves, the people we work with, the environment, and the community in which we work.
- We take proactive action to ensure the wellbeing of ourselves and others.
- We show empathy by actively seeking to understand and support the needs of our people.
- We are conscious of and protect the environment for the benefit of future generations.



Integrity

- We are honourable in the way we conduct ourselves and our business.
- We treat people fairly and with respect.
- We are open and honest with one another.
- We encourage each other to speak up and we listen.
- We promote and uphold the reputation of the company in everything we do.



Excellence

- We are the best at what we do.
- We learn, innovate and lead change.
- We deliver and exceed expectations.
- We develop our people to be the best.

Our business

Our mission as a business is to continuously embrace innovative ways of building excellence that achieves powerful results for all stakeholders.

In the last five years, the wider group has made substantial investments to ensure that our clients can access tailored solutions that support their sustainability goals. To achieve this, we've taken an innovative approach that includes our off-site manufacturing business, Vision Built. This business provides our clients with a range of both 2D panelised

and 3D volumetric components. Our facilities management business Sensori FM helps clients to measure and reduce energy consumption and to ensure their buildings are operating as efficiently as possible. At Sisk, we're always looking for new and inventive ways to deliver sustainable solutions that empower our clients to achieve their goals.



Built to Rent



Commercial



Data & Tech



Education



Healthcare



Industrial



**Infrastructure
(Civils)**



Leisure



**Pharmaceutical &
Live Sciences**



Residential



Retail



Transportation



Water & Energy

Our presence



Projects & countries
of operation



Our supply chain

Our supply chain partners play a key role in the success of our projects and overall business.

We know that we can't achieve our goals without their help and support, and we're committed to fostering effective relationships built on mutual respect and collaboration. We believe we can learn a lot from our partners and always remain open to new ideas and suggestions. Our vision is to be at the heart of change and we strive to ensure that all supply chain partners feel like they are part of the wider Sisk team and helping us to deliver that change.

We spend over €1bn annually with our supply chain partners, who provide invaluable technical skills and geography-specific knowledge. While most of our partners come from Ireland and the UK, as we expand and further internationalise our operations, we are committed to developing new relationships in new sectors and locations, supporting local businesses and suppliers. We recognise that new partners need to share our values and understand our requirements, and our 'Working with Sisk - A Guide for Our Supply Chain' publications help ensure clarity and transparency from the outset.

All prospective supply chain partners are subject to a review and approval process specific to the type of service they offer, the associated level of risk, and

the areas in which they are likely to work with us. We take compliance and responsible business practices seriously and regularly verify our partners' adherence to our expectations through our audit and assurance processes.

Our new industry-leading software, Tradex, allows us to assess and engage new supply chain partners effectively and efficiently. The tool provides our projects with access to accurate and current information on our supply base whilst also giving our business more robust controls and governance around supplier onboarding and assurance. This also acts as our supply chain database, enhancing supplier selection and communication. For more information about Tradex please see page [63](#) in the Leading on Responsible Business Practices section of this report.

At Sisk, we're dedicated to building solid and long-lasting relationships with our supply chain partners that benefit everyone involved, including the communities in which we work. On the rare occasion when an issue arises, we would work closely with the partner to develop specific action plans and provide the necessary support to help them identify where and how standards can be improved.

Supply chain locations



Locations for new
suppliers in 2022



Investing in supply chain intelligence

Data is crucial, especially when navigating the complex and changing landscape of supply chain management.

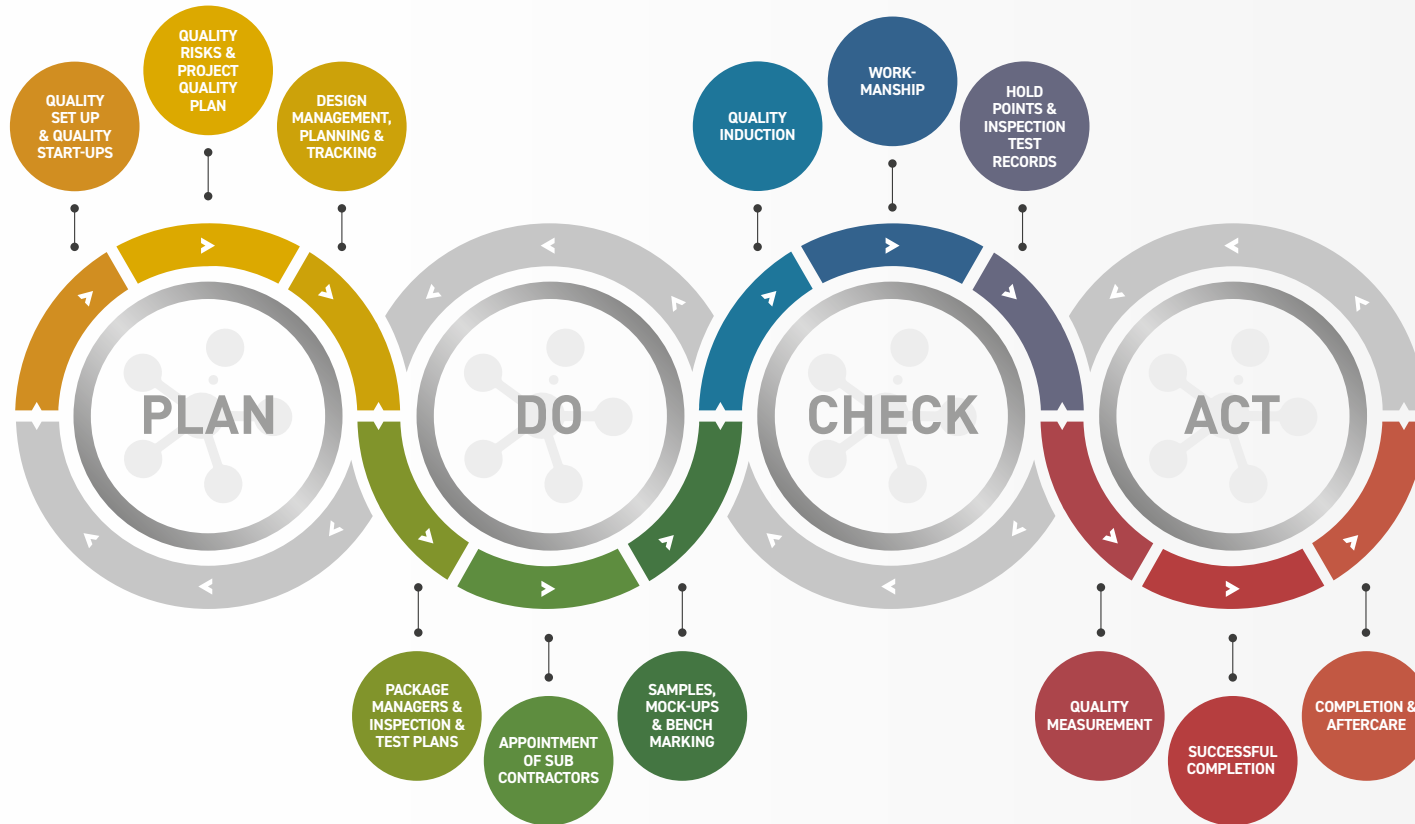
That's why our Supply Chain Research Unit has been hard at work developing cutting-edge content that empowers our teams to have the most up-to-date and relevant data they need to make informed decisions.

We consider this research as a GPS system for navigating material price inflation - providing clear, concise, and up-to-date information on the price movements of commodities such as concrete, timber, and steel. Our commercial and procurement teams then utilise this invaluable information to protect our business and clients' businesses from unpredictable market fluctuations.

To ensure that our research is second-to-none, we've invested in industry-leading commodity tracking platforms, specifically Oxford Economics and Mintec. These, combined with our internal research, has positioned us as a leader in this area - a fact that has not gone unnoticed by our clients.

In a world where accurate data is crucial, we're proud to be at the forefront of supply chain research and management, providing the critical insights that enable our clients to make the right decisions and stay ahead of the competition.





This is our Quality DNA

Our quality management approach

We embrace traditional skills and workmanship alongside digital technology and emerging innovation and best practice to ensure we deliver solutions for all.

When we consider excellence, we define this as being the best at what we do, meaning we put quality at the heart of everything, and we believe that all projects can be delivered free of snags and defects.

We aim to manage all working environments to ensure we work effectively and efficiently to achieve our Zero Vision of Zero Snags and Zero Defects. We do this proactively by working collaboratively with our stakeholders from the outset, and throughout the project lifecycle, to ensure we Get It Right First Time. Our approach to quality is called “Our Quality DNA”, and it underpins our Quality Management System and how we deliver excellence consistently on all our projects. It is represented as 12 interconnected stages following the continuous improvement principles of Plan Do Check Act which drives us to work collaboratively with our supply chain and clients.

Our approach to risk

Effective risk management underpins the delivery of our company objectives.

Our Risk Committee oversees our approach to risk management. The Committee is chaired by our Chief Financial Officer and includes our Chief Commercial and Legal Officers and others by invitation. This committee ensures that the business implements appropriate risk control measures and effective internal control mechanisms.

It ensures the business addresses the current and evolving internal and external risk landscapes. The committee regularly outlines current risks to the business while identifying new and emerging risks. Risks and opportunities are analysed and considered according to their potential impact and likelihood of occurrence.

Risks in the business are categorised as strategic, reputational, financial, investment and acquisition, compliance, fraud, cyber and climate. Improving corporate resilience requires a structured approach, based on an assessment of the risks and opportunities, and the development of an effective strategic response to mitigate risks and maximise opportunities, whilst maximising our sustainability performance. Our Sustainability Management System includes processes

for identifying and managing risks and opportunities for day-to-day activities relating to construction projects and the office environments.

Aligning to the Taskforce on Climate-Related Financial Disclosures (TCFD)

Understanding how climate-related risks and opportunities will impact upon our business will be key to continued strategic resilience in the face of a changing socio-political, environment, and changing global temperatures. Many of existing risks may be exacerbated by climate-related risks and it is important to understand how our focus may need to shift over the short-, medium- and long-term.

We are currently in the process of applying the recommendations of the TCFD which will strengthen our risk management process and help to ensure climate-related considerations are further embedded into our longer-term strategic approach. We have held our first workshop with our board members to address the recommendations of TCFD and identify the key risks relating to

our business. We are currently undertaking a review of all organisational risks and opportunities to assess the interdependency with climate-related risks and opportunities, and are reviewing the wider risk management approach for the business to assess how we can strengthen this approach. Annually, we respond to the CDP Climate, which contains over 25 TCFD-aligned questions. We have currently achieved a B rating and continue to strive to improve and achieve an A rating.

We will publish additional information related to TCFD and our physical climate scenario in our 2023 sustainability report.



There are many challenges which we face while working to deliver on our sustainability objectives. Over the last year, we have continued to work closely with our supply chain partners, pushing for excellence and identifying innovation to ensure we achieve our ambition for a world where we are **Building Today, Caring for Tomorrow.**



Sarah-Jane Davies
Head of Sustainability UK



Our sustainability priorities

We recognise that our success is closely linked to the health of our planet and the well-being of the communities in which we operate.

That's why we launched our '2030 Sustainability Roadmap, Building today, Caring for tomorrow' in December 2020. Our sustainability roadmap is an important long-term plan that empowers us to prioritise impactful actions and make a real difference. It is the foundation upon which our efforts are built, ensuring that we are equipped to withstand the test of time and continue to thrive.

Our approach builds on the principle that active engagement in social progress and environmental protection is essential for the long-term resilience and sustainability of our business and the communities in which we operate. This means taking real action to reduce our environmental impact, engaging with stakeholders, and supporting local communities. We know that building a sustainable future requires collaboration and commitment from all of us, and at Sisk, we're proud to be part of positive change and progress.

Sustainability in action

We're committed to continuously improving our sustainability performance and have identified five key themes to guide us in prioritising the areas that matter most to our business and stakeholders. By focusing on these themes, we believe that we can make meaningful progress towards a more sustainable future.



Tackling Climate Change and Air Pollution



Caring for the Environment



Enhancing Communities



Leading on Responsible Business Practices



Embracing Innovation and Digital Technology

Our commitment to the SDGs

Our work is guided by priorities that enable us to meaningfully contribute towards achieving the UN Sustainable Development Goals. It's an agenda we're proud to support through targeted actions and meaningful contributions to the bigger picture.

UN Sustainable Development Goals



Sustainability governance

Sisk's commitment to sustainability runs deep within our organisation, with our board of directors leading the way in setting our sustainability strategy and our senior leaders taking responsibility.

Monthly board meetings include a review of economic, environmental, and social topics and their impacts, risks, and opportunities. With quarterly risk and opportunity review meetings delving deeper into these issues.

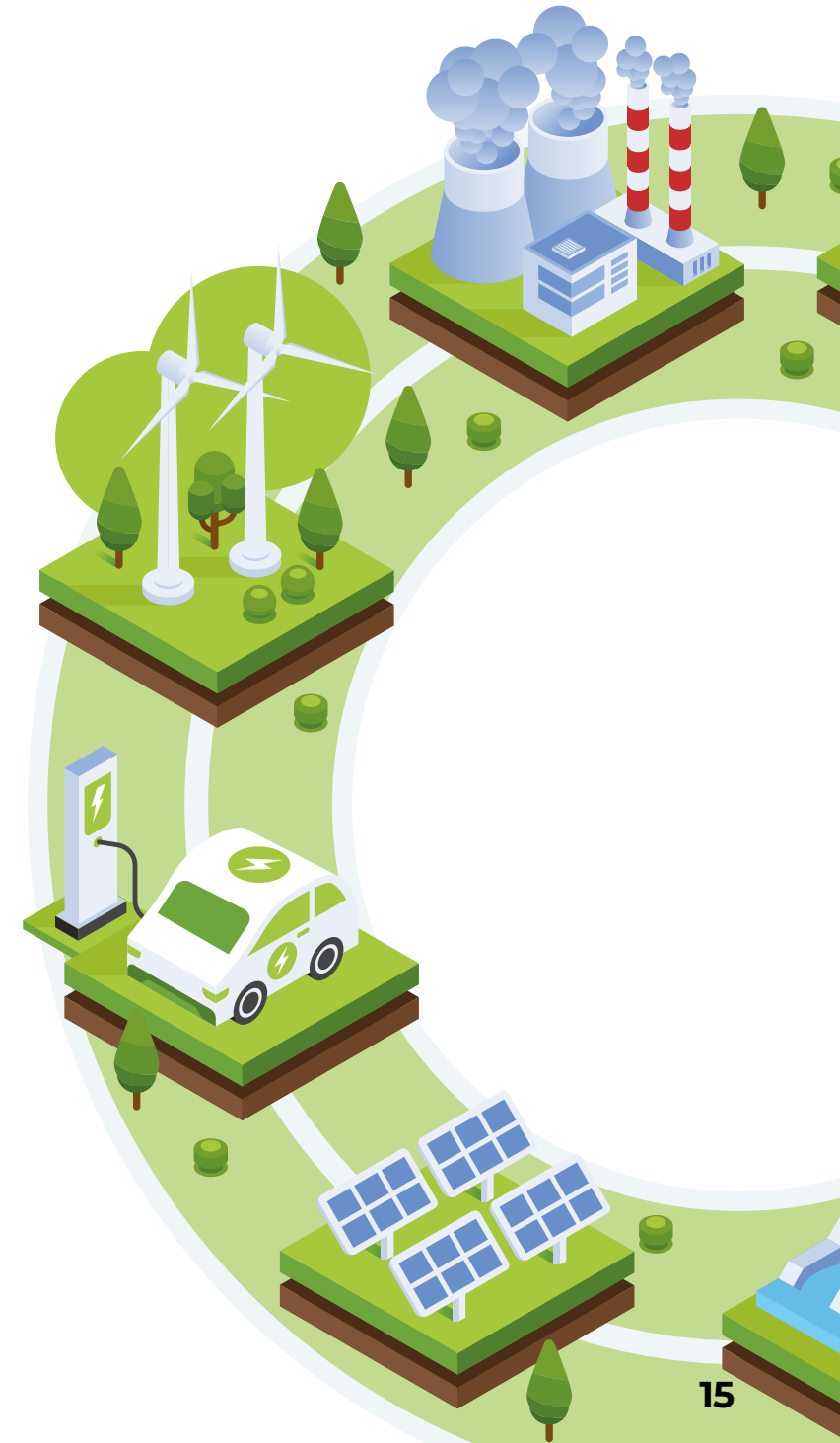
Our External Sustainability Advisory Council, a group of expert advisors and thought leaders in sustainability and construction, supports our Board. Our HSSQ director represents the board of directors on the Advisory Council. The Council challenges us to push boundaries, disrupt conventional thinking, and take the lead in driving proactive and impactful positions on sustainability. Their diverse perspectives encourage us to raise our expectations of the impact we can have while also supporting us identify potential risks and opportunities that will affect the business and our supply chain in the long-term. With the support of this Council, we continue to make strides towards a more sustainable future. Throughout 2022, we remained dedicated to operationalising and integrating our

sustainability roadmap, leveraging the robust foundation we had established in previous years. To build on this momentum, we continue to have eight working groups overseeing this work, with each board member sponsoring a specific group. To ensure we have voices from across the business supporting our sustainability ambitions, we also identified leaders and members from each operational area to contribute.

Sustainability is not just the responsibility of a few - it is a company wide effort. Our multidisciplinary sustainability team supports colleagues across the business, helping them to implement our sustainability roadmap and manage our ISO14001 and ISO50001 accredited environmental and energy management systems. They also provide support and advice on a wide range of topics, from carbon accounting and reduction, lifecycle assessments, LEED and BREEAM, social value, sustainability reporting, communication, and stakeholder engagement.

Sustainability Advisory Council Members:

- **Dr. Tara Shine (Chairperson),**
Director of Change by Degrees
- **Pat Barry,**
CEO Irish Green Business Council
- **Marci Bonham,**
President Americas, Kingspan Light and Air
- **Martin Baxter,**
Director of Policy and External Affairs at IEMA
- **Ingrid De Doncker,**
Co-founder and Head of Research and Innovation, Future Planet
- **Shaun McCarthy OBE,**
Chair at Supply Chain Sustainability School
- **Juliana Weiss Dalton,**
Head of ESG Investor Engagement, Tesco
- **Matt Voyce,**
Executive Director Construction, Quintain



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We are proud of the cross-business engagement that leads and drives sustainability at Sisk. Embedding sustainability requires a diverse range of expertise, skills, thought leadership and collaboration from people right across our business.

The **determination, passion, and commitment** displayed by our people at Sisk is fundamental to the success of our roadmap and I'm confident it will drive our ambitions even further.



Sinéad Hickey
Head of Sustainability
Ireland & Europe



View our 2030
Roadmap here

Our approach to stakeholder engagement

Effective communication and stakeholder engagement are vital to Sisk's operations and approach to sustainability.

As an active participant and listener in sustainability discussions within the construction sector, we understand the importance of open dialogue to identify and address the most relevant issues for our stakeholders and the sector.

We recognise that effective stakeholder engagement requires a multifaceted approach that utilises both formal and informal methods. While the table right highlights the primary methods we utilise, we remain dedicated to extending our efforts well beyond these methods to ensure that we are engaging directly with the unique needs and preferences of all our stakeholders. All of the stakeholder groups are consulted as part of our most recent sustainability materiality assessment.

Stakeholder Group

Key methods of engagement

Employees

- Employee Surveys
- Sisk iSite Intranet
- Meetings, forums and focus groups
- Performance Development Programme
- Yammer® Groups
- LifeWorks App
- Employee Resource Groups
- Regular employee emails

Clients / Customers

- Client meetings
- Business Development Managers
- John Sisk & Son Website
- Social Media (Twitter®, YouTube® and LinkedIn®)
- Client Surveys
- Construction Industry Federation

Suppliers & Sub-Contractors

- Preferred Supplier Agreements
- Strategic Manufacturer Agreements
- Formalised B2B Meetings
- Supplier Engagement Surveys
- Meet the Buyer Events
- Industry working groups
- Trade Missions (Foreign Supply Chain Engagements)
- Sisk's Prequalification Process
- Expression of Interest via Sisk Website
- Supply Chain Awards
- Social Media (Twitter®, YouTube® and LinkedIn®)

Local Communities

- Project / Site tours
- Participation in local events
- Project website and noticeboards
- One-to-one meetings
- Considerate Constructors Scheme
- Fundraising / Donations
- John Sisk & Son Website
- Social Media (Twitter®, YouTube® and LinkedIn®)

Government and Industry Bodies

- Industry Associations
- Site / Office Visits
- Stakeholder Forums
- Meetings

Media

- Interviews
- Media Briefings
- Press Releases
- John Sisk & Son Website
- Social Media (Twitter®, YouTube® and LinkedIn®)

Materiality assessment

Our 2030 Sustainability Roadmap was shaped by a materiality assessment, where we carefully analysed and identified the most important economic, environmental and social issues for our business.

This analysis took place in May 2020 and was presented to and approved by our board of directors.

For this materiality assessment, we conducted a survey with both internal and external stakeholders. We actively sought their perspectives on the most significant sustainability issues concerning our business. To facilitate the process, we provided a comprehensive list of relevant issues from which stakeholders could select and rate their priorities.

Over 550 stakeholders participated in the online consultation. The outcomes outlined a set of material issues that were of utmost relevance and importance to the participating stakeholders, including:

- **Environmental performance in construction and operations**
- **Energy consumption and carbon emissions**
- **Waste management**
- **Innovation in supply chain engagement**
- **Air and water pollution**
- **Financial performance**
- **Responsible business practices, encompassing anti-corruption and anti-competitive behaviour.**
- **Equality and diversity**
- **Community engagement**

Materiality is an important element of our ongoing stakeholder engagement activity and ensuring that the voices of our stakeholder groups are heard and our plans are appropriately updated is essential. Currently we are undertaking a new materiality survey. This assessment will adopt a double materiality approach, ensuring a comprehensive understanding of the sustainability aspects that are both material to our organisation and have significant impacts on society and the environment.

To ensure we continuously improve our materiality process, we have engaged an external firm that specialises in sustainability consultancy and will work closely with us and our stakeholders to ensure we have a thorough and comprehensive understanding of material issues. A full update on our 2023 materiality assessment will be published in next year's sustainability report.



**Environmental performance
of what we build and our
operations**



**Energy and carbon
emissions**



Waste



**Supply chain engagement
innovation**



Air and water pollution



Financial performance



**Responsible business
practices, including
anti-corruption and anti-
competitive behaviour**





Equality and diversity





Community engagement


Progress against our 2030 Sustainability Roadmap

 Tackling climate
change & air pollution

 Caring for the
environment


 Enhancing
communities

 Leading on
responsible business
practices

 Innovation and digital
technology

 Achieved

 On Track

 Slightly off track

 Significantly off track

Climate Change

Related Themes



Sponsor



Paul Brown

- | | | |
|----|---|--|
| 01 | We will reduce our carbon intensity by 25% from our 2019 baseline by 2023 | |
| 02 | We will reduce our carbon intensity by 50% from our 2019 baseline by 2026 | |
| 03 | We will achieve a CDP A rating Climate by 2022 | |
| 04 | We will achieve carbon neutral status in 2021 by offsetting the emissions from our operations through internationally accredited carbon reduction schemes | |
| 05 | We will achieve carbon neutral status by 2030 | |

Key achievements

- Since August 2022 there have been zero deliveries of diesel to UK projects. 93% of UK site fuel in 2022 was HVO saving 3,977 tCO₂e.
- A supply of HVO in Ireland was secured in 2022 and the fuel was mandated from January 1st 2023.
- A proposal to build a solar farm for Sisk which will verifiably decarbonise 100% of the electricity used throughout the business has been drafted.
- Maintained our CDP B rating in 2022, against an increasingly demanding set of standards.

Next steps

- Complete transition to HVO in Ireland and commence monitoring of supply chain uptake.
- Continuing validation process for SBTi.
- Develop "roots and branch" action plan to achieve CDP A rating by end of 2023.
- Update and publish travel policy to support staff in making more informed sustainable travel decisions.

Electric vehicles

Related Themes



Sponsor



Ger Penny

- | | | |
|----|---|--|
| 06 | By 2024 50% of the vehicles in our fleet will be electric | |
| 07 | We will eliminate internal combustion vehicles from our company car fleet by 2030 | |
- Key achievements**
- 15.4% of total company fleet are now either Electric Vehicles (EV) or Plug-in Hybrid (PHEV), up from 12.5% reported in June 2022.
 - UK 60% of all cars EV/PHEV (29% incl. Rail van fleet).
 - IRL 33% of all cars EV (11.5% when incl. vans).
 - 100% of all vehicles ordered in Q4 2022 in the UK were EV/PHEV (not including Rail van fleet).

Next steps

- Investigate EV/PHEV van options for commercial fleet in Ireland and examining others such as An Post, Amazon & DHL to understand their management of deliveries using battery powered vehicles.
- Currently all UK Rail Vans are Internal Combustion Engine, with an EV van trial on-going with Fuse Rail. Formalise approach to be introduced for EV/PHEV van in rail.
- Continue to expand EV company car options in Ireland/ UK.
- Consider introduction of PHEVs and self charging hybrids into Irish fleet.
- Continue to highlight BIK challenges with Irish Government, by appropriate means.
- Implement plan to encourage employees in the UK to transition from ICE grey fleet to EV company car fleet.
- Publish new starter guide as an FAQ document and review publishing company car list internally.
- Review options for electric fuel cards to further enhance EV experience.

Caring for the environment

Related Themes



Sponsor



Sean Fitzpatrick

- | | | |
|----|--|--|
| 08 | We will plant 1.7 million trees as native woodland in Ireland, the UK and wider Europe by 2029 | |
| 09 | We will establish sustainable partnerships supporting the successful restoration of peat bogs | |
| 10 | We will reduce our potable water use intensity by 50% by 2025 against our 2019 baseline | |

Key achievements

- Over 400,000 native trees have been planted in Ireland & mainland Europe to date (26% of target to plant 1.7 million by 2029).
- Two Peat Bog Restoration volunteering activities carried out in 2022 with 18 Sisk volunteers plus a further 15 secondary school pupils.
- UK North Pennine AONB: brash spreading
- Ireland Lackaduff Co. Mayo: bog rewetting
- IEMA approved Environmental Sustainability Skills for the Workforce training continued with 31 Sisk employees trained during 2022.
- Sustainability Management System training commenced, with 331 employees having completed during 2022.

Next steps

- Develop robust action plan to address potable water consumption, intensity KPI for 2022 was 4.5m³/€100k (72,278.67 m³), which is currently an increase of 3% on our baseline.
- Trial water smart meters through Exemplar Project Initiative to identify high water usage areas during construction.
- Continue with programme to plant approximately 180,000
- trees in Ireland during 2023 and identify a viable option for tree planting in the UK.
- Identify further volunteering opportunities for peat bog restoration and tree planting in Ireland, UK and Europe 2023.

Supply chain, packaging and waste

Related Themes



Sponsor



Donal McCarthy Mark McGreevy

- | | | |
|----|---|--|
| 11 | We will reduce our waste intensity by 50%, when measured against our 2019 baseline, by 2025 | |
| 12 | All operations will be undertaken with Zero Avoidable Waste by 2028 | |
| 13 | We will eliminate the use of single use plastics in all our operations by 2023 | |
| 14 | We will successfully embed circular economy principles into strategic business planning by 2023 | |
| 18 | We will successfully embed the ISO 20400 Sustainable Procurement principles into our way of working by 2022 | |


Key achievements


- 0.6% (4700 tonnes) of waste disposed in landfill during 2022, a reduction from 3.1% (39,829 tonnes) in our baseline year.
- Engaged with our PPE suppliers in Ireland and the UK eliminating SUP packaging from hard hats, and SUP free options available for gloves and safety boots and glasses.
- Published our 'Responsible Procurement – A Guide for our Supply Chain' and our internal 'Sustainable Procurement Plan' documents aligned to the ISO 20400 standard.


Next steps


- Address our construction waste generation intensity, with the KPI for 2022 1.61t/€100k (25,871.35 tonnes), which is currently an increase of 20% on our baseline
- Work with the Environmental Champion network to target reduction of SUPs on our sites and offices.
- Include standard question in sustainability project support visits to measure compliance against SUP reduction.
- Review and refresh Waste 6 Programme content and develop e-learning through Percipio.


Progress against our 2030 Sustainability Roadmap

 Tackling climate change & air pollution

 Caring for the environment


 Enhancing communities

 Leading on responsible business practices

 Innovation and digital technology

 Achieved

 On Track

 Slightly off track

 Significantly off track

Health & safety



Related Themes



Sponsor



Wayne Metcalfe

- 15 We will achieve an independently assessed health and safety and maturity of 'Calculative' by 2023 
- 16 We will achieve an independently assessed health and safety maturity of 'Proactive' by 2025 

Key achievements

- Average compliance across Sisk against OHS management system is 89% (16x OHS Audits during 2022).
- All Accident Frequency Rate for 2022 1.24 compared to 2021 year end 1.39.
- 568 I am Here Tribe Members (103 new during 2022) and 184 Ambassadors (39 new during 2022).
- Re-accredited with the IBEC KeepWell Mark in December 2022.
- 295 Flu vaccinations provided during the winter 2022.
- 125 attendees during the Winter Wellbeing Masterclass.
- 493 Display Screen Equipment assessments completed during 2022.
- Lifeworks orientation was attended by 235 employees.

Next steps

- Complete transition to HVO in Ireland and Complete DEKRA assessment in 2023.
- Deliver the integrated Safety Leadership programme embracing the Sisk Promises and the Behavioural Standard, known as Safe-Safer-Sisk.
- Complete first supply chain assessments through the Tradex platform, with re-invigorated HSSQ questions.
- Enhance our OHS Inspection data capture activity to allow us to use this data effectively to improve performance.
- Use of high level data from 2022 health screening programme to better inform health promotion programmes during 2023.

Social value

Related Themes




Sponsor



Steven McGee



Ajaz Shafi

- 17 We will increase our added Social Return on Investment by 5% year on year against out 2019 baseline 

Key achievements

- Launched training for Social Value Portal in 2022, with 35 employees trained, 36 projects registered and 100% of those provided data.
- £174m of Social and Local Economic Value measured in 2022, an increase from £21.8m in 2019.
- Continued engagement with Social Enterprises (SEs), with 10 new SEs onboarded during 2022.
- Achieved £906,031 UK Buy Social Spend in 2022 (£576,196 in 2021), exceeding our target for the year.
- Shortlisted for the Social Enterprise UK 'Buy Social' Market Builder Award 2022.
- Held volunteering day with 64 employees from Sisk, Sensori and our supply chain contributing to the refurbishment of St Ronan's National School in Dublin.

Next steps

- Develop management system social procedures and documentation to support Social Value and Stakeholder planning, management, delivery, and reporting.
- Final review and publication of Sisk volunteering policy.
- Continue to develop and streamline reporting processes.

Equality, diversity & inclusion


Related Themes



Sponsor



Maura Toles

- 19 We will achieve the Irish Centre for Diversity Investors in Diversity Gold standard by 2023 

Key achievements

- 230 employees completed 'It's only banter' workshops in 2022.
- New Mentoring Programme commenced for 2022/2023.
- Atypical Careers at Sisk Series launched.
- EDI event held at the Royal Academy of Arts in October 2022, with 194 attendees.
- Launch of Sisk Connect for International colleagues.

Next steps

- Collect feedback from key stakeholders, finalise and communicate EDI strategy.
- Set up new Employee Resource Group (ERG).
- Establish and embed EDI measurement tool.
- Initiate re-accreditation of Investors in Diversity.
- Collaborate with hiring function regarding inclusive recruitment practices.
- Continue roll out of 'It's only banter' workshops.

Innovation & digital technology

Related Themes




Sponsor




Donal McCarthy



Mark McGreevy

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

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

Key achievements

- 5 Data Apprentices now in 'earn and learn' positions (total of 7 who have completed/ completing the programme)
- Sisk Data Academy with 60+ members and a technical library with 33 videos spanning 12 hours of content.
- New 'Harnessing Data' Module added to the Sisk 'Early Careers' graduate scheme.

Next steps

- Continue to expand the Sisk Data Academy.
- Continue engagement of more Data Apprentices in 2023 and beyond.

Tackling climate change and air pollution

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

According to the World Green Building Council, 39% of energy-related emissions are attributable to the entire construction and operation of buildings. This includes 28% of operational emissions from heating, cooling, and powering buildings and 11% from materials and construction. As a leader in the industry, Sisk recognises the urgent responsibility to act on climate change and to be at the forefront of positive change.

We understand the importance of monitoring our carbon footprint and energy consumption, which is why we implemented an ISO 50001 accredited energy management system in 2015. This system has been an invaluable tool in helping us to track and reduce our carbon emissions while improving energy efficiency across all our operations.

Through our energy management system, we have identified opportunities to reduce carbon emissions by enhancing our consumption and efficiency monitoring. Through driving improvement programmes, mandating HVO, revisiting temporary electric arrangements, submetering of site temporary electrics and using telematics on plant vehicles, we can pinpoint and eliminate inefficient practices. This enhanced measurement has enabled us to implement energy efficiency and carbon reduction measures while identifying more challenging reduction opportunities.

Our commitment to reducing our carbon footprint and tackling climate change goes beyond our operations. We are committed to being at the forefront of industry efforts to address climate change by developing sustainable solutions and promoting best practices. We recently appointed a Head of Carbon Engineering to lead the Net Zero ambitions laid out in our Breaking New Ground strategic priorities.

This expanding team will work across the company to support and develop a transition plan to reduce our carbon emissions year on year and help realise our long-term net zero ambitions.



Becoming carbon neutral

Since 2021, Sisk has been a carbon neutral business.

Through engagement with internationally accredited carbon reduction schemes, all of which are externally verified through Achilles, we're proud to have supported various sustainability initiatives across the globe, including wind energy generation in India, sustainable cement production in Thailand, and the distribution of energy-efficient cookstoves in Ghana. This is step one, with our target to be carbon neutral without offsetting by 2030.

Currently, we can report that our carbon intensity (Scope 1, 2, and mandatory Scope 3) is now 18% lower than our 2019 baseline, and we're confident that the measures we're taking this year will help us achieve our target of reducing our overall carbon intensity by 25% by 2023.

We are also currently undergoing the Science Based Target validation process and anticipate that our targets will be validated in 2023. This gold standard will further solidify our commitment to reducing our absolute carbon emissions and ensures that our role with our supply chain becomes more impactful and strategic as we strive towards an absolute emission reduction.

“

In 2022, we made considerable progress in reducing our carbon emissions by eliminating diesel supply to our UK sites. This achievement was a seamless process and a testament to our employees' dedication to tackling climate change.”



Ian O'Connor
Head of Carbon Engineering



Our transition to alternative fuels

Diesel usage is a significant contributor to our Scope 1 CO₂e emissions from our operations, and we're committed to taking proactive steps to reduce this and its associated carbon footprint.

2022 was a milestone year for Sisk's mission to transition away from fossil fuels on our construction sites. In the UK, we went diesel free across all our sites, using hydrotreated vegetable oil (HVO). Our use of HVO accounted for 93% of the fuel we used, and we encouraged our subcontractors to follow our lead by using smart tanks as logistic hubs for the fuel. In Ireland, we collaborated with our fuel supplier to import HVO and successfully trialled it on our projects, ultimately resulting in the mandated use of HVO across all project sites at the end of 2022.

This shift away from diesel usage led to a 22% decrease in our carbon footprint, a saving of 4,336 tCO₂e.

All of the HVO that we procure is certified by The International Sustainability & Carbon Certification (ISCC) initiative. Using HVO is a significant step to reduce our carbon footprint, however we understand it is just a stepping-stone towards zero carbon and it is not the final solution.

We also took a leap in adopting innovative technologies with the purchase of a battery-powered telehandler, a first-of its kind in

Ireland. The implementation of this new equipment resulted in a reduction of 700 litres of diesel consumption and a corresponding carbon reduction of 2 tCO₂e. Our operations team proactively embraced this change, which was first used on the Coopers Cross project, and its success was met with great enthusiasm.



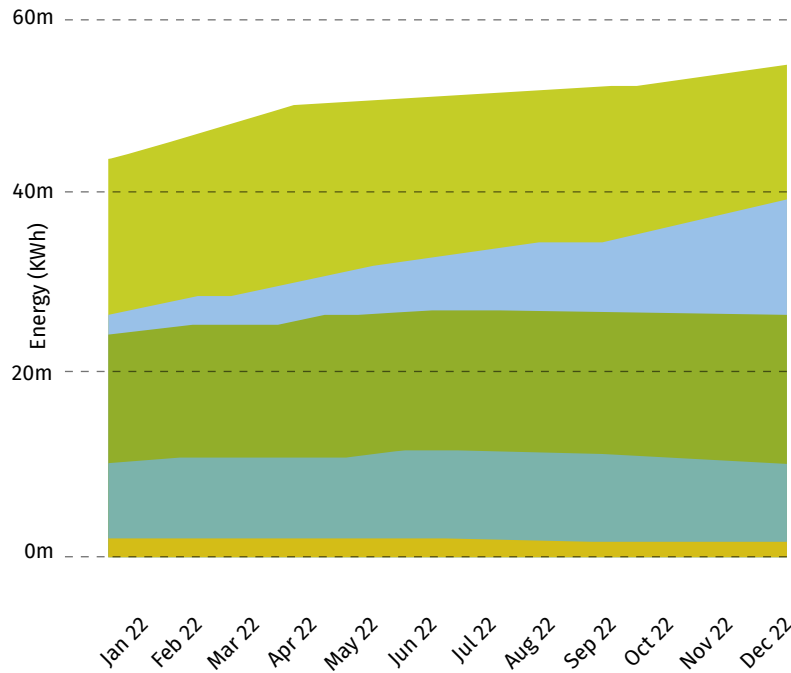
Efficiency gains

Sisk has reduced energy intensity by 30% in three years.

In 2022, we consumed 52.35GWh of energy. This marked a 30% decrease in energy intensity compared to our 2019 baseline. This decrease was achieved through a range of energy sources, including electricity, gas, HVO, diesel, petrol, and gasoil.

Distribution of energy consumption during 2022

● Gas ● Electricity ● Fleet Fuel ● HVO ● Gasoline



YTD Total
Energy
41.7
(GWh)

31%
2018
Baseline

Collaborating to reduce emissions

CASE
STUDY

The Dublin Airport Airside and Landside civil engineering framework is a significant project that covers multiple operational areas of the airport, including upgrading the pavement, drainage, and electrical systems at boarding gate piers, aircraft stands, terminals, taxiways, and the general airfield campus, all of which are essential to ensure that the airport continues to operate smoothly.

Our project team engaged on the framework, were quick to adopt the company wide initiative supporting the use of HVO as a diesel replacement on our sites. Through close, collaborative engagement with our client, joint-venture and supply chain partners we quickly overcame logistical

challenges to ensure HVO was exclusively used on the project. As a result, 108,476.00 litres of HVO on this project, avoiding 103,310.48 litres of diesel, and reducing project related GHG emissions by 317.48 tCO₂e.

The use of HVO offered several advantages, including reduced greenhouse gas emissions, noise, pollution and increased vehicle life. HVO is a sustainable, biodegradable, and renewable fuel that can replace regular diesels. Produced based on vegetable oils or waste animal fats, the fuel reduces the emissions of greenhouse gases (GHG) by over 90%. It is also 100% interchangeable with fossil fuel derived diesel, making it an easy transition that yields significant emissions savings.



Tracking our emissions

Our greenhouse gas emissions have been externally verified through the Achilles Carbon Reduce Programme. The breakdown of our scope 1, 2 and 3 emissions can be seen below.

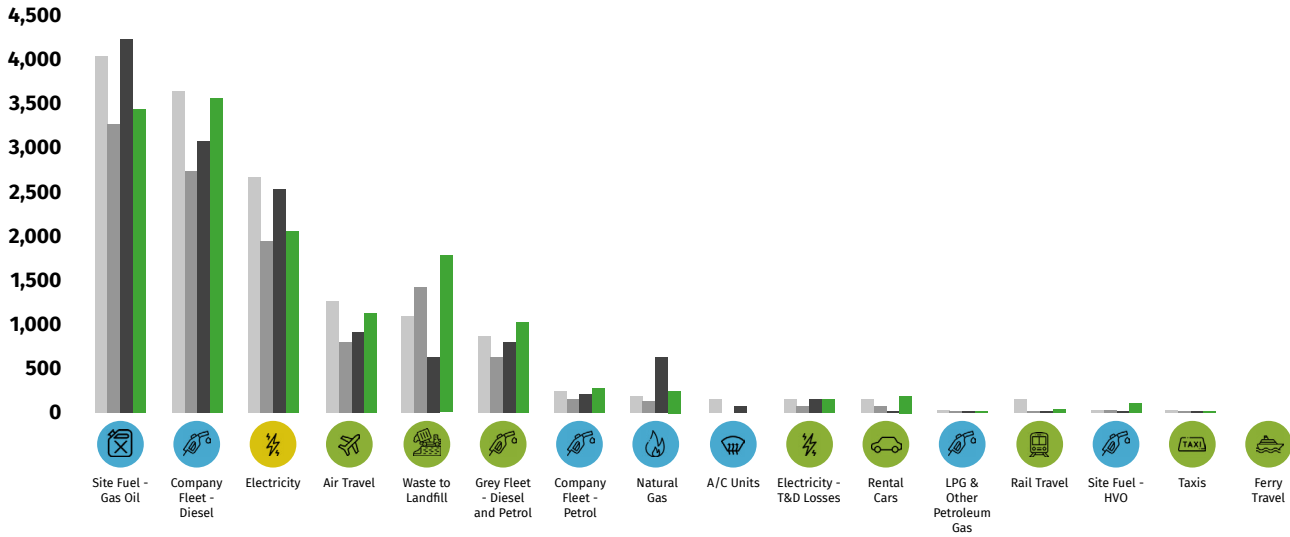
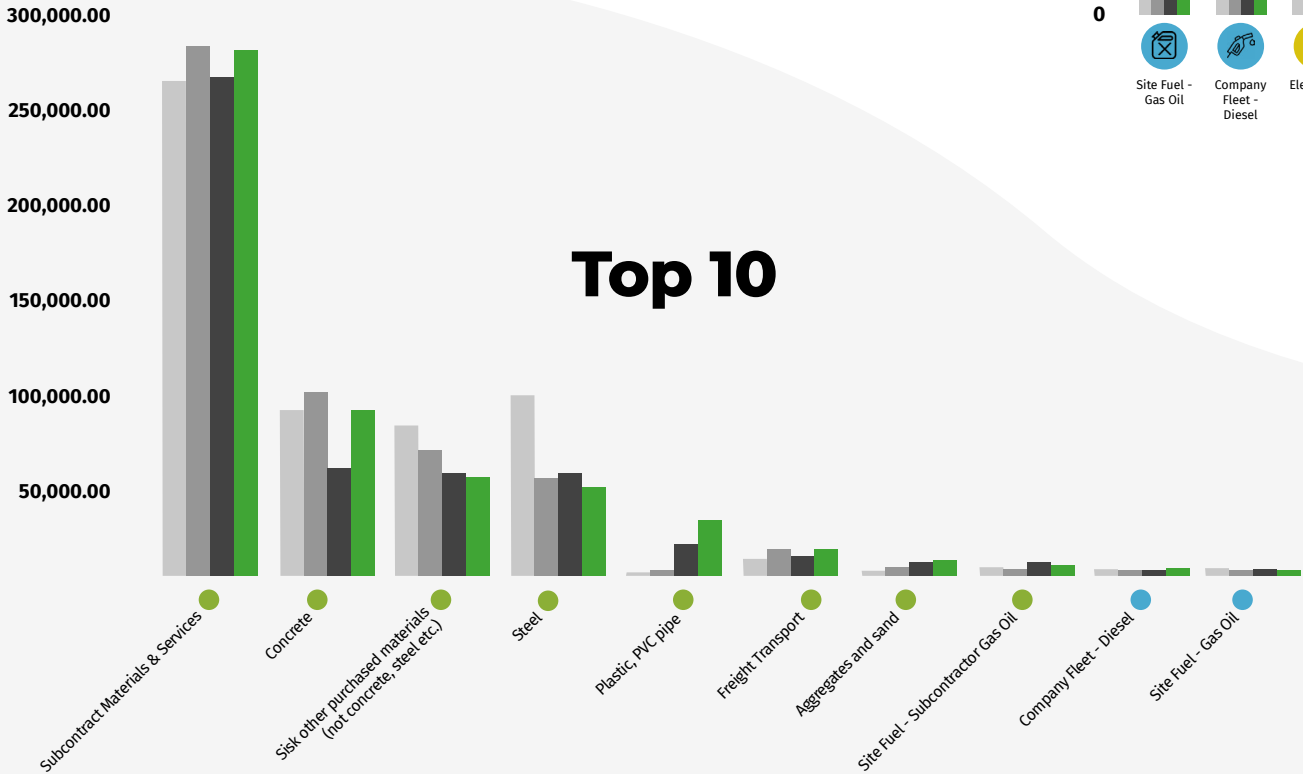
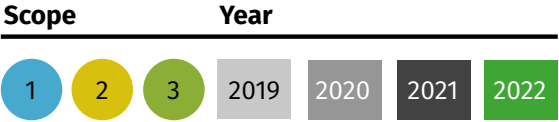
| Emission source and scope | 2019 | 2020 | 2021 | 2022 |
|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Direct emissions (Scope 1) | 8,307.81 (Mandatory 8,307.81) | 6,361.17 (Mandatory 6,361.17) | 8,109.99 (Mandatory 8,109.99) | 7,617.32 (Mandatory 7,617.32) |
| Indirect emissions from imported energy (Scope 2) | 2,637.43 (Man- datory 2,637.43) | 1,961.17 (Mandatory 1,961.17) | 2,507.45 (Mandatory 2,507.45) | 2,149.33 (Mandatory 2,149.33) |
| Indirect emissions from purchased goods and services (Scope 3 Cat 1) | 541,700.91 | 535,938.06 | 464,165.79 | 512,467.61 |
| Indirect emissions from capital goods (Scope 3 Cat 2) | 0 | 0 | 0 | 0 |
| Indirect emissions from fuel and energy related activities (Scope 3 Cat 3) | 4,046.90 (Mandatory 158.47) | 3,971.67 (Mandatory 68.59) | 7,003.61 (Mandatory 150.69) | 5,900.16 (Mandatory 161.90) |
| Indirect emissions from upstream transportation and distribution (Scope 3 Cat 4) | 8,908.59 | 13,899.73 | 10,769.35 | 13,280.10 |
| Indirect emissions from waste generated in operations (Scope 3 Cat 5) | 3,236.81 (Mandatory 1,060.37) | 3,264.91 (Mandatory 1,448.60) | 1,378.17 (Mandatory 542.46) | 2,756.22 (Mandatory 1,788.58) |
| Indirect emissions from business travel (Scope 3 Cat 6) | 2,705.64 (Mandatory 2,340.66) | 1,627.00 (Mandatory 1,513.76) | 1,753.93 (Mandatory 1,596.80) | 2,513.50 (Mandatory 2,281.67) |

| | | | | |
|--|------------|------------|------------|------------|
| Indirect emissions from employee commuting (Scope 3 Cat 7) | 1,258.00 | 946.00 | 349.24 | 2,111.83 |
| Indirect emissions from upstream leased assets (Scope 3 Cat 8) | 0 | 0 | 0 | 0 |
| Indirect emissions from downstream transportation and distribution (Scope 3 Cat 9) | 0 | 0 | 0 | 0 |
| Indirect emissions from processing of sold products (Scope 3 Cat 10) | 0 | 0 | 0 | 0 |
| Indirect emissions from use of sold products (Scope 3 Cat 11) | 0 | 0 | 0 | 0 |
| Indirect emissions from end-of-life treatment of sold products (Scope 3 Cat 12) | 0 | 0 | 0 | 0 |
| Indirect emissions from downstream leased assets (Scope 3 Cat 13) | 0 | 0 | 0 | 0 |
| Indirect emissions from franchises (Scope 3 Cat 14) | 0 | 0 | 0 | 0 |
| Indirect emissions from investments (Scope 3 Cat 15) | 0 | 0 | 0 | 0 |
| Total gross emissions tCO2e | 572,802.09 | 567,969.71 | 496,037.53 | 548,796.07 |
| Total mandatory emissions tCO2e | 14,504.74 | 11,353.29 | 12,907.39 | 13,998.80 |
| Turnover (Euro M Revenue) | 1,368.60 | 1,464.51 | 1,437.23 | 1,605.57 |
| Carbon Intensity tCO2e/€1M (Achilles mandatory boundary emissions) | 10.60 | 7.75 | 8.98 | 8.72 |
| Carbon Intensity tCO2e/€1M (All emission sources) | 418.53 | 387.82 | 345.14 | 341.81 |



Total emissions (tCO2e)

Comparison by source



Further Scope 3 emission sources which Sisk measure not included in the mandatory reporting above or these top 10 include: Employee Commuting; Bricks; Concrete Blocks; Waste to Reuse, Recycle, Recovery; Electricity - Client Supplied; Accommodation – Hotels; Electricity - T&D losses (Client supplied); Insulation; Water supply and treatment; and Site Fuel - Subcontractor HVO



Reducing carbon intensity

Our carbon intensity (Achilles mandatory boundary) in 2022 was 18% lower than the 2019 baseline.

In 2022, we continued to increase the number of electric vehicles in our fleet and no longer offer internal combustion engine options for company cars in the UK and continued to improve and electrify the fleet in Ireland.

Through our sustainability management system, we have consistently made incremental gains in reducing our carbon footprint. All these efforts combined have resulted in a notable decrease in our carbon intensity and also have seen a decrease in our absolute emissions.

[Access our 2023 Carbon Reduction Plan for John Sisk & Son \(Holdings\) Limited](#)

Digitising Energy Usage

Within the UK, Sisk's commitment to sustainability led to the engagement of Sunbelt Rental Ltd as a new supply chain partner for the UK business's temporary power generation needs.

With a focus on reducing carbon emissions and increasing digitalisation, Sunbelt Rentals Ltd provided the solution most aligned to Sisk's 2030 Sustainability Roadmap ambition.

Our internal Plant Department in Ireland, with the support of some of our Supply Chain, completed an onsite trial using battery technology to reduce our carbon emissions. That one project quickly led to eight other projects going live operationally with smaller generators coupled with batteries. In the month of April (2022) alone, we achieved a carbon reduction of 70tons using smaller generators on HVO coupled with battery technologies when compared with traditional methods.

These partnerships have resulted in several improvements to Sisk's temporary power generation setups including enabling Sisk to digitise the reporting of energy usage using real time viewing and data, the evaluation

of site-specific needs to provide efficient solutions, and the increased support for monitoring site efficiency and fuel usage through an Energy Management System.

As part of this process, the Sisk procurement team also reviewed existing generator hires to identify which ones do not meet the updated mandatory standard requirements with the aim of replacing them with more sustainable solutions. The benefits of this supplier agreement are numerous, including reduced carbon emissions, reduced noise for our stakeholders, and increased efficiency, which align directly with Sisk's sustainability goals.



Caring for the environment

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

We are committed to caring for our environment and for our planet and are constantly looking for ways to do even better. Our focus on sustainability is reflected across all aspects of our business, and we see it as an integral part of our business strategy and a critical aspect of creating value for our stakeholders.

To ensure that we stay on track, we've aligned our operations with our commitment to sustainability, and we conform to an ISO 14001 accredited Environmental Management System. This system ensures that we prioritise sustainability across all business activities and that we have a consistent approach to the implementation of

sustainability-enhancing actions at every opportunity and on every project. From actions to reduce our carbon footprint to those that enhance biodiversity, our management system ensures that environmental sustainability is an integral part of every project plan.

Additionally, our management system takes a proactive and precautionary approach to minimise and eliminate any potential negative impacts that could arise from incidents on project sites. This includes identifying and addressing any foreseeable risks to ensure the safety of all involved, and the protection of our environment and the communities in which we work. We take pollution prevention extremely seriously and make every effort to ensure our operations

and project approach are in tune with the local environment within which we work.

Aligned with our 'Responsible Procurement Policy', we collaborate with suppliers to develop integrated supply chains that respect biodiversity and procure using credible and recognised responsible sourcing and certification schemes. The engagement of our supply chain is essential in achieving our sustainability targets, and we continually seek to consolidate and grow our collaborative relationship with our supply chain partners.



Multidisciplinary approach

Our sustainability team provides advice, expertise, and technical specialisation on topics critical for project success.

Crucial to our sustainability commitment is our drive to continually evolve our approach, identifying and mitigating risks through proactive preparedness and innovation. For example, we address waste management as a significant compliance risk against legal obligations, constantly reviewing progress and seeking ways to improve our performance.

We have also appointed project environmental champions responsible for managing and monitoring environmental risks to support our environmental performance and oversight at the site level.

Our champions play a crucial role in identifying opportunities and improvements to support environmental sustainability on their respective projects.

Topics critical for project success:

- project environmental management
- sustainability in pre-construction, design, and planning
- inspection and auditing
- dust, emissions, and odours
- lighting, noise, and vibration
- water
- ecology, protected species and habitat
- social value and community engagement.

“

By having a dedicated environmental champion on site, we can ensure compliance with regulations and project requirements as well as the proactive identification of any potential impacts a change on site could have on the sustainability or environmental aspects of the project.



Magda Wiik

Senior Sustainability Manager,
Data, Life Sciences & Technology



“

We work hand in hand with our client and supply chain because we understand the value of incorporating initiatives that enhance environmental performance from the earliest stages of development. This is particularly relevant where we are working towards achieving benchmark industry standards such as BREEAM excellence.



Chris Horobin
Environmental Champion UK

Protecting biodiversity

The natural world sustains us in countless ways, providing the air we breathe, the water we drink, and the food we eat.

However, in recent years, we have witnessed an alarming rate of biodiversity loss driven by factors such as climate change, habitat destruction, and pollution. The decline represents an unparalleled threat to the health of our planet's life-supporting ecosystems, the well-being of humans, and the overall sustainability of our societies and economies.

At Sisk, we recognise the crucial role we can play in stopping biodiversity loss and supporting global collective action. We understand the opportunities we have to support both local and global action for the enhancement, preservation, and protection of biodiversity through taking action across all operational locations and at a wider scale in the countries in which we work in. Through restoring native forestry, rehabilitating peatlands, and designing and delivering projects with biodiversity in mind, we're working towards our commitment to the environment.

We understand that it is our responsibility to act, not just for the sake of the present but also for our future generations. As such, we are committed to not only driving action at organisation and project level but to also seeking out opportunities to collaborate and partner with others who share our vision, recognising that our collective efforts can make a significant difference.

At Sisk, we are committed to leaving a lasting and positive impact on the natural world, and we will continue to work towards delivering Biodiversity Net Gain. We also look to internationally recognised frameworks that will support companies to manage and address nature related concerns into business decision making. We are awaiting the Taskforce for Nature-related Disclosures (TNFD) final recommendation in late 2023 to support our next steps.



Bee conservation

CASE
STUDY

In May 2022, through a partnership with Bee Conservation we installed two beehives at our Head Office in St Albans, Hertfordshire to support the pollination of our local environment. In addition, in August 2022 we held a bee awareness event at our office in Curo Park, At Albans where employees gathered to learn more about the bees and hives located on the premises. The head Beekeeper from Bee Conservation delivered an informative presentation and demonstration, educating participants about the fascinating life of bees and the diverse roles within a hive and the essential work of these remarkable insects.

A single hive could house up to 40,000 bees, with our employees given the opportunity to visit the hives and further understand the workings of a hive and the challenges which our bees could face. Bee Conservation also carry out regular environmental monitoring of the hives in collaboration with the Natural History Museum and University of East London School of Biosciences to help identify the presence of any potentially harmful sources of pollution that may impact both biodiversity and human health.

As part of our partnership, Bee Conservation collect and package the honey from the hives, with 80 jars produced in 2022, with these sold internally to Sisk employees, and the proceeds to be donated to charity.

Our commitment to biodiversity and bees was further reinforced by continuing our Seeds for Bees initiative for the fifth year running in 2022. This biodiversity programme involves distributing wildflower seeds across our offices and projects with the aim of stimulating local bee populations.

In 2022 alone, over 1,600 packets of perennial wildflower seeds were distributed throughout Ireland, the UK, and mainland Europe, with over 8,500 packets distributed in total to date.

In 2022, our second packet design competition for the Seeds for Bees initiative was held, inviting the children of our staff to create an image for the front of the seed packet.



Planting trees for a sustainable future

We're committed to planting 1.7 million native woodland trees in Ireland, the UK, and mainland Europe by our 170-year anniversary in 2029.

In 2022, we planted over 250,000 native trees including Oak, Birch, Alder, Whitethorn with pockets of native conifer (Scots Pine) in Ireland. In Sweden we planted 15,000 trees with support from [Absorb](#), bringing our overall total to well over 400,000. In Ireland, we are proud to work with the Woodland Environmental Fund to support our tree planting efforts.

We're well on track to meet our target as we have significant tree planting underway in 2023, and we're proud to say that our employees have been a driving force behind this progress, volunteering their time and expertise to make it happen. But we're not stopping there. We're ramping up our efforts and expanding our tree-planting activities, giving even more Sisk employees a chance to get involved and make a positive impact on the environment.

Through our work, we're contributing to important efforts to sequester carbon and conserve water by trapping rainfall and improving groundwater supply. We're also helping to prevent soil erosion and improve soil quality for farming, all while supporting biodiversity in the areas where we plant. We're excited to continue this vital work and make a real difference for future generations.

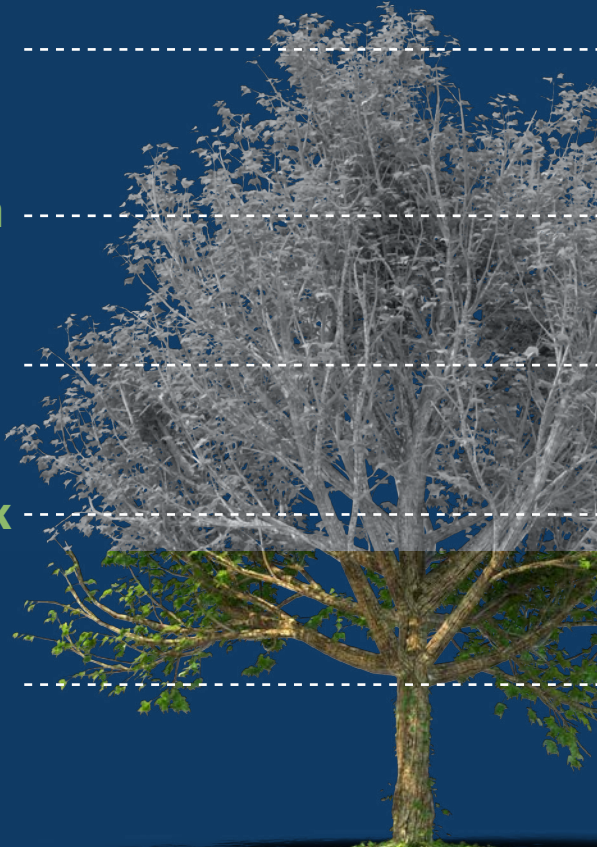
2m

1.5m

1m

500k

0





Continuing our support of peatbog restoration

In 2022, we continued our support of peatbog restoration by volunteering and engaging with a local secondary school, St Louis Community School, Co Mayo, to complete further work in the area following our activities in 2021. A team of Sisk employees volunteered to start the process of re-blocking the drains and supporting biodiversity to thrive once again in the bog. We are excited about the added benefits to red-listed bird species in Mayo, such as the skylark, meadow pipit, snipe, curlew, and Irish hare.

We will continue to support these efforts in the coming years, with more opportunities for our employees to volunteer and support this important target.



UK North Pennine Area of Outstanding Natural Beauty (AONB): Brash spreading

CASE
STUDY

Restoring peatland in Northern England is a vital part of our efforts to mitigate the impact of climate change. As bare peat is highly susceptible to erosion, covering it with sphagnum-rich heather brash is a highly effective way to promote plant growth and protect against the elements. Not only does this process provide a seed source and growing medium for new plants, but it also mitigates carbon emissions that are released into the atmosphere as a result of erosion.

At Sisk, we understand the importance of taking action to combat climate change. That's why our volunteers worked tirelessly to cover around 30 tonnes of bare peat with Sphagnum-rich heather brash. This not only insulates the peat from frost and weathering but also creates stable conditions for seed germination.

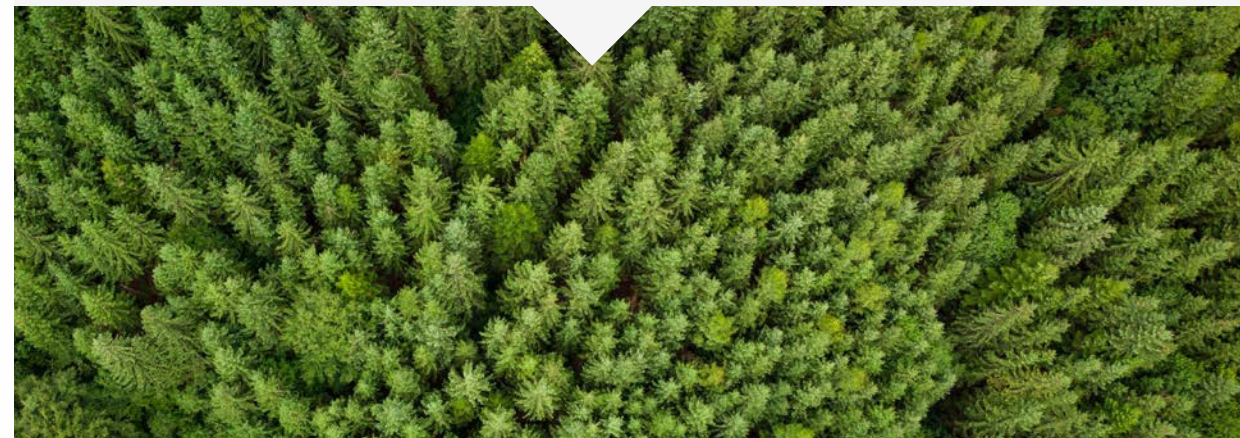
By preventing further erosion, we're mitigating the release of carbon dioxide into the atmosphere, making a meaningful contribution to the fight against climate change.

With this exercise alone, there is a projected reduction of 3.7 tonnes of CO₂ per year.

"It was an amazing and thoroughly enjoyable day brash spreading to help the peat restore itself. I was proud to be part of this initiative to combat climate change and contribute to our Sustainability Roadmap 2030. I have signed up for next year. Hoping for some better weather than the torrential rain of our last visit."



Nick Culshaw
Managing Director



Materials we use

We work with a variety of materials in our projects and operations, and we understand their inherent value.

By fostering a culture of respect for materials and their value, we aim to extend their lifespan, reuse them where possible, and maximise their overall utility.

To this end, we have set a target to successfully embed circular economy principles into our strategic planning and operations by 2023. The circular economy is based on three principles, the elimination of waste and pollution, keeping products and materials circulating at their highest value for as long as possible, and the regeneration of nature. In our work at Sisk, we promote this idea by collaborating with our supply chain partners to encourage:

- the use of take-back and collection services for excess materials and packaging for reuse, recycling, or recovery, wherever possible
- the adoption of closed-loop systems for waste products that could be repurposed as raw materials in either the same construction project or other projects and organisations, in compliance with waste legislation
- the procurement of materials, products, and services that have been designed to optimise their circularity.

By prioritising responsible material handling, we aim to not only reduce waste and pollution but also contribute to the regeneration of natural systems and support a healthier planet for future generations.

Water & effluents management procedure

We recognise the value of water as a limited resource and understand the importance of its responsible use, conservation, and treatment. Since 2013, we have been actively measuring our water usage across all operations to monitor usage levels and intensity.

To demonstrate our commitment, we set a roadmap target to reduce the potable water usage intensity by 50% by 2025 against our 2019 baseline. This is why we have established formal processes and implemented strategies that enable us to use water carefully and considerately while preserving our water sources and ensuring proper treatment of any water outflows from our operations. To support an organisation-wide and employee-empowered approach to water conservation, we have:

- gathered data at projects and deployed solutions such as using smart water metering and the deployment of water flow restrictors
- communicated and celebrated successes to our project teams and supply chain while also highlighting further opportunities for improvement and the need to work collaboratively
- explored a wide range of solutions to support potable water usage savings, for example, through the utilisation of rainwater harvesting systems
- ensured that our documented systems of work include water control measures that are implemented on site
- monitoring of water sources is carried out
- reported any pollution-related incidents.
- established new partnerships to support the training and education of the construction industry on water conservation and management

Sisk and Community Wood Recycling partner to rescue and reuse waste wood

CASE
STUDY

Community Wood Recycling (CWR) is a social enterprise dedicated to collecting and reusing waste wood in an environmentally friendly manner. CWR also provides job opportunities and training to disadvantaged individuals, including those recovering from substance abuse or mental health issues, people with learning difficulties, and ex-offenders.

Together, we've been rescuing and reusing waste wood to support community reuse, and in 2022, we were able to rescue 99.8 tonnes of waste wood, which was diverted from the waste stream and repurposed for community benefit. This initiative not only helped the environment by reducing carbon emissions but also provided employment opportunities to disadvantaged individuals.

By learning new skills and building confidence and self-esteem, these individuals are then better equipped to overcome barriers to finding employment.

Our partnership with CWR has been successful in achieving a significant milestone. Sisk's project at West India Dock was honoured with the 50 Tonnes achievement award in 2022. This award recognised the efforts of our team to segregate and deliver 50 tonnes of wood waste to CWR for reuse and recycling, supported by Powerday PLC, which provides responsible waste management services.





Building responsibly: water conservation efforts

Uisce Éireann launched an online guide in 2022 to educate the construction industry on practical measures that can be taken to conserve and reuse water with free Water Conservation Clinics available to support learning. Developed in collaboration with Sisk, the Construction Industry Federation (CIF), Cairn Homes, and the Irish Green Building Council (IGBC), the guide highlights the circular and sustainable processes that contractors can use to achieve significant water conservation savings in the construction industry.

At Sisk, and as part of our own process of improvement, we undertook a review of our systems and processes to identify areas where we could make water savings, with water mapping forming a crucial step in this

process. By increasing the awareness and understanding of where water was being used on site and identifying those areas of high-water usage, we were then able to plan and take action to support water conservation.

“Conserving water at our sites is key for Sisk and through working with Uisce Éireann, we’ve been able to conserve more water. In the past year alone, through rainwater harvesting, we’ve been able to reuse more than approximately one million litres of water for everything from dust suppression and cleaning tools to developing thriving garden areas on our sites. We’re aiming to reduce our water intensity by 50% by 2025 over our 2019 baseline, and, with the support of Uisce Éireann, we’re confident we will achieve this”.



Alan Cawley
Senior Sustainability
Manager Ireland and
Europe



Uisce Éireann’s Water Stewardship Programme has been instrumental in helping Sisk to meet our targets, and we’re determined to continue enhancing our water conservation and reuse efforts, demonstrating responsible stewardship of our valuable finite water resources.

Water Usage Figures

| 2019 (Roadmap baseline) | 2019 (adjusted re- calibrated) | 2020 | 2021 | 2022 |
|-------------------------------|--------------------------------------|------------------|------------------|------------------|
| 5.5m3/ €100k | 4.37m3/ €100k | 5.76m3/ €100k | 4.54m3/ €100k | 4.50m3/ €100k |



Zero avoidable waste

In line with our zero philosophy, we are committed to achieving zero avoidable waste.

Our goal is to first reduce waste generation as far as practicable and then find beneficial uses for any surplus materials, adhering to circular economy principles. We are shifting our perspective of waste to that of a raw material resource and ensuring that it is retained and utilised at its highest value by incorporating circularity into our operations.

To support our efforts, we have implemented forecasting, measuring, benchmarking, and waste stream management practices to gather extensive data and increase efficiency around waste management.

In 2022, we successfully diverted 97.08% (49,966.0 tonnes) of Construction and Demolition waste and 99.2% (700,464.1 tonnes) of excavation waste from landfill.



'Waste 6' Programme

As part of our strategy to achieve zero avoidable waste, we developed the Waste 6 programme, which focuses on six key waste streams. The programme emphasises specific “golden rules” that guide our efforts to eliminate waste from the outset of planning and to ensure materials are well-managed throughout the execution stages. By following these rules, we are effectively reducing waste and promoting a more sustainable approach to resource management.



W6 training at the Athlone CNU project



Circular economy in action: Sisk signs the Pallet LOOP's Charter

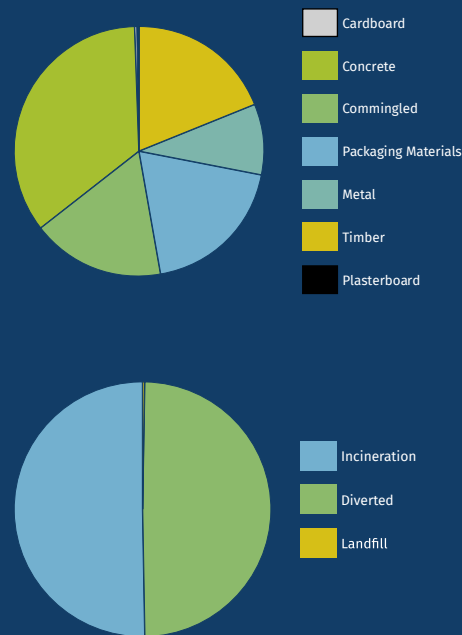
CASE
STUDY

In 2022, Sisk joined The Pallet LOOP's charter - committing to explore how a circular economy pallet scheme could benefit our business, the environment, and the UK construction industry.

to promoting more sustainable supply chain and distribution solutions, to ensuring that resources are used efficiently, and that waste is minimised in line with the principles of the circular economy.

The Pallet LOOP's aim is to eliminate avoidable pallet waste in the construction sector by incentivising pallet returns via a cost-effective, easy-to-use, deposit-based system. Estimates suggest that up to 10% of the construction waste stream is currently made up of pallets, which is costly from both a financial and an environmental perspective.

As signatories of the charter, Sisk has committed to a comprehensive evaluation of how The Pallet LOOP could be integrated within our business, to champion the adoption of this circular economy pallet solution to reduce associated CO2 emissions, and to cooperate and collaborate with other industry stakeholders to accelerate industry-wide implementation. Through committing to The Pallet LOOP's charter, we demonstrate our dedication



Removing single-use plastics

Our goal is to have single-use plastic (SUP) free business operations by 2023, and we're taking practical steps to achieve it.

With a specific focus on materials packaging, we are using our Smartwaste software to forecast the quantities and waste streams of each project in advance of starting on site. This enables the project team to plan actions to eliminate, reduce, reuse and recycle as much waste as possible from the project.

We also carefully monitor and measure waste during construction and use our Smartwaste software to accurately report on the waste quantities and streams produced, as well as to identify the overall quantities that have been recycled and diverted from landfill.

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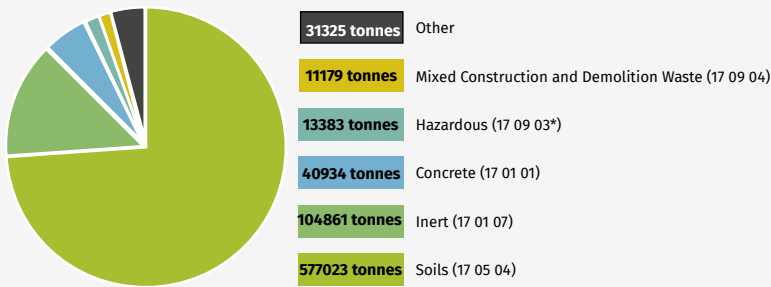
Since the launch of our 2030 Roadmap we have engaged with our supply chain in order to eliminate SUPs by firstly focusing on the products outlined in the EU & UK Directives on single-use plastics. This has been a very positive experience for us as the engagement and willingness of the supply chain to tackle this has been excellent. We are now focusing on other plastic packaging products such as shrink wraps as we see these products as problematic in terms of finding a substitution due to their ability to secure and protect material in transit and on site.



John Devereaux
Supply Chain Director
Ireland & Europe



2021 Top 5 Waste Streams (Tonnage)



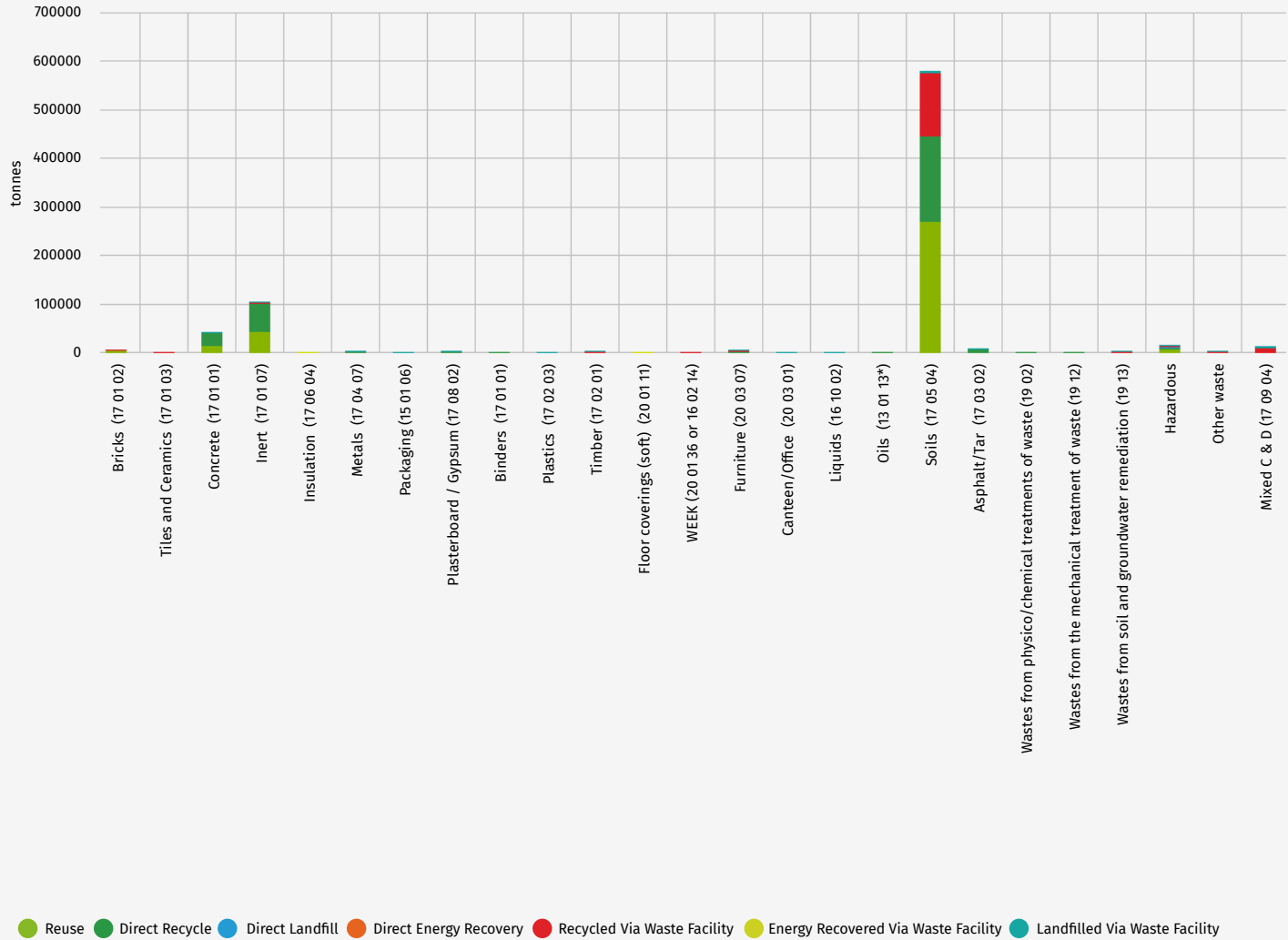
Total % of construction and demolition waste diverted from landfill

| 2019 | 2020 | 2021 | 2022 |
|-------|-------|-------|--------|
| 98.4% | 97.3% | 97.7% | 97.08% |

Construction waste intensity

| 2019 | 2020 | 2021 | 2022 |
|-----------------|-----------------|-----------------|-----------------|
| 1.35t/ €100k | 1.66t/ €100k | 1.76t/ €100k | 1.61t/ €100k |

Waste by type and disposal method (Tonnage)



Eliminating waste with sustainable hoarding

Sisk's commitment to reducing waste intensity by 50% by 2025 led the procurement team to explore sustainable alternatives to traditional timber hoarding.

After an extensive market tender and cross functional consultation across UK and Ireland, the team selected EnviroHoard™ as the preferred supplier for the UK hoarding requirements for the business.

This product is the first verified net zero carbon sustainable hoarding system and has undergone an extensive life cycle assessment, including the assumption that panels are used twice, recycled at the end of their life to make new ones, and the framework and concrete blocks are used ten times.

On a project duration of two years, and compared to plywood hoarding methods,

CASE STUDY

EnviroHoard™ achieves a 70% lower embodied carbon footprint, with this benefit increasing with the length of the project. For example, based on 2500m of hoarding used on Sisk projects, EnviroHoard™ resulted in a carbon saving of 177.14 tCO₂e. Additionally, EnviroHoard™ provides carbon offsetting and tree planting choices tied to specific projects. For instance, by replacing 2500m of plywood on-ground hoarding with EnviroHoard™, we plant 211 trees and save around 100 mature softwood trees (aged 30 to 50 years) from unnecessary cutting.

Furthermore, the buy-back option on all purchased EnviroHoard™ hoarding panels at the end of projects ensures a closed-loop system.

As a result of this market tender process and the work of the procurement team, all UK tenders must now include the rates for EnviroHoard™ sustainable hoarding only.

Great Charles Street,
Birmingham project, UK



Enhancing communities

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

At Sisk, we see ourselves as a vital part of a larger community that includes our employees and the wider public. We believe that by working together, we can create a more sustainable and equitable future for all stakeholders.

To this end, our commitment to health and safety goes beyond just managing

physical and occupational risks, we aim to create a culture of support and wellbeing for all our team members, fostering a positive work environment that enables everyone to thrive. We also recognise the [importance of the communities in which we operate](#) and are dedicated to ensuring a lasting positive legacy within these communities.

We prioritise open communication with all stakeholders from the earliest stages of any project, and actively engage with local communities and stakeholders, listening to their concerns and working collaboratively to find solutions that benefit everyone.



Health & Safety

Our resolute commitment to occupational health and safety underpins everything we do, and we expect the same level of dedication from our stakeholders.

Our vision and values reflect this priority, and we implement our health and safety strategy through comprehensive management arrangements and carefully devised plans. We understand that protecting the health and safety of our people is a shared responsibility, and we work closely with all our project partners to ensure that everyone remains informed and engaged throughout every project. To support this, we carefully assess the competence of every employee and provide them with the training, resources, and support they need to execute their activities safely and effectively. Our Occupational Health and Safety Management System (OHS Management System) is certified to ISO 45001:2018, and as a learning organisation, we are committed to its continual improvement.

We recognise our statutory obligations and ensure compliance with these and other obligations in all areas and sectors in which we operate.

At Sisk, we believe in a hierarchy of control approach, seeking to eliminate hazards wherever reasonably possible and reducing risks to as low a level as possible. Therefore, we proactively engage and consult with our workforce and their representatives, ensuring all voices are heard as we continue to evolve and enhance our OHS Management System.

Occupational Health and Safety objectives are central to our strategic plans and are reviewed

on a monthly basis as we strive for excellence in everything we do. Our people are our top priority, and we'll continue to go above and beyond to keep them safe, healthy, and thriving.

2022 was a year of significant progress for us at Sisk. We took major strides in reinforcing our existing methods and launching new performance enhancement programmes. This extensive work cut across all five segments of our maturity improvement plan, 'Step up to Zero'.

The five key segments of Step up to Zero are:

- Leadership
- Fair and Just Culture
- Communication and Engagement
- Standards and Expectations
- Competence.



**2022 hours worked
20.58 million**



**All accident
frequency rate
2.50**



**Lost time accident
frequency rate 0.57**

***Per 200 000 hours worked**



Leadership

In the Leadership segment, we have conducted collaborative workshops to help people understand their role in delivering safety objectives. As our culture and expectations evolved, we recognized the need for a new safety leadership program. We launched a new program called 'Safe-Safer-Sisk.' consisting of three immersive workshops aligned to our Behavioural Standard.

The first workshop, 'Stepping Up', targets senior managers and executives and is designed to be interactive. It is currently being delivered to over 120 people across the UK, Ireland, and Europe.

After completing the 'Stepping Up' programme, we will move on to 'Leading the Way' for managers and supervisors, and 'Keeping the Promises' for frontline workers. These workshops aim to further embed our safety culture and ensure commitment to safety throughout the organisation.

Fair & Just Culture

To understand the factors influencing decisions and behaviours, we collaborated with the Keil Centre to develop a toolkit consisting of a 'Behavioural Standard,' 'Behavioural Code,' and 'Fair and Just' model. These tools help our people understand expected choices and behaviours, promoting consistent decision-making even in challenging situations.

We utilize EcoOnline, an integrated EHS software solution, to capture the use of the Behavioural Code, with uptake reported at the Board level. In 2022, we updated the toolkit based on observed behavioural trends and created additional collateral to communicate our expectations effectively.

To encourage the toolkit's application during investigations and inspections, we launched focused campaigns. The toolkit is now an integral part of the Safe-Safer-Sisk Stepping Up workshops for our Leadership population.

Communication & Engagement

Clear and effective communication is crucial in our organisation, and it is an integral part of our Step up to Zero program. We provide formal and informal forums for individuals to support our occupational health and safety agenda.

We believe that change brings both challenges and opportunities, so we actively engage with our team members to gather their perspectives and ideas. For instance, we collaborated with a selected group of employees to refine the content of our Safe-Safer-Sisk workshops. Feedback events involving staff and supply chain representatives were also held to improve our Safety Observation Reporting Tool.

In 2022, we hosted five focus weeks, each concentrating on one of our Sisk S5 risk focus areas.

These weeks included informative and interactive sessions, providing briefings, access to materials, and Q&A sessions for clarity.

Our emphasis on communication and engagement has enabled swift and effective implementation of these changes. At Sisk, we strive to involve and inform everyone, fostering a safer and more collaborative workplace for all.

Standards & Expectations

Our processes are vitally important to us and provide the foundations for our teams to build from. Our Standards and Expectations segment is dedicated to ensuring they deliver the highest standards in the most efficient and effective manner possible utilising digital tools at every level.

We continue to refine and improve our system, actively seeking feedback through our digital QR code-driven suggestion system, responding to learning from events within our organisation and the wider industry as well as continuing to address legislative requirements as they evolve.

Competence

At Sisk, we recognise our people and their competence is vital to our success. Providing them with the necessary knowledge, skills, and experience to excel and reach their full potential is of paramount importance to us. Our work in the competence segment focuses on ensuring that all our team members are fully equipped to perform at their best.

In 2022 we have updated and revised training modules to align with changes in our OHS management system and lessons learned from events and trends. We have also adjusted the delivery methods, reintroducing face-to-face sessions and utilizing online platforms and validated external providers to accommodate the diverse needs of our business. When outsourcing training, we ensure it aligns with Sisk's content, branding, and messaging to meet our specific needs. We also develop internal training content that meets curriculum requirements while promoting Sisk's expectations. As an Approved Training Organization for CITB Site Safety Plus courses, we deliver the Site Management Safety Training Scheme and Site Supervisors Safety Training Schemes courses in-house.

At Sisk, we are committed to continuously evolving the competence framework for OHS and adopting appropriate training methods as technology advances, presenting us with innovative learning solutions.



Our safety promises

We believe that creating a culture of safety starts with a clear set of expectations.

That's why we developed the Sisk 'Safety Promises', which focus on key behaviours essential for maintaining occupational health and safety. These promises inform all our activities, from office work to project management, and we expect our people and supply chain partners

to uphold them at all times. To ensure these promises are widely understood, we have visual representations of them in our offices and on our projects. In addition, our leaders engage directly with our teams and supply chain, using the Safety Promises as a tool to prompt constructive

discussions about how we can continue to improve our safety culture. With the Safety Promises as our foundation, we are committed to creating a safe and healthy work environment for everyone.



2022 RoSPA Award

Sisk's commitment to health and safety has once again been internationally recognised with a 'Highly Commended' award from RoSPA (Royal Society for the Prevention of Accidents) in the Construction Commercial Industry Sector for our outstanding health and safety performance in 2022.

This prestigious RoSPA award reflects our status as world leaders in health and safety practice and demonstrates our unwavering commitment and passion for keeping people safe at work.



Occupational health & wellbeing

We are developing procedures to ensure health and wellbeing is embedded as part of the ISO 45003 guidance standard on psychological health at work.

Our overall approach to health and wellbeing is through three interconnected pillars. We summarise these as Promote, Protect, Respond.

Health Promotion

Creating healthy behaviours and habits is the key focus of health promotion, as it ultimately improves workers' health and wellbeing. Supportive work environments are essential in achieving this, along with the provision of information, awareness, empowerment, and participation opportunities. By making the healthy choice the easy choice, workers can take control of their health and wellbeing.

Health Protection

Health protection focuses on preventing illness and injury resulting from exposure to occupational risks, such as physical, chemical, biological, ergonomic, and psychosocial factors.

Health Management

Sisk recognises that maintaining a healthy workforce is crucial to promoting a positive work culture. As such, we adopt a holistic approach to health management that encompasses a range of support measures to rehabilitate employees who have suffered from illness or injury. Our comprehensive approach includes physical and psychological rehabilitation, fitness for work considerations, and clear case management referral pathways.

In line with this approach, Sisk's health promotion and wellbeing strategy is built upon four interrelated pillars of wellbeing – Financial, Physical, Social, and Emotional. In 2022, we implemented various programmes and initiatives that align with these pillars, including a CBT-based sleep improvement programme, menopause awareness sessions, online exercise classes, and financial wellbeing masterclasses, among others. Our goal is to ensure these programmes effectively drive sustainable changes and improve our workforce's health habits and behaviours.



Physical Wellbeing



Social Wellbeing



Financial Wellbeing



Emotional Wellbeing



Our health promotion programmes are informed by modern behaviour change methods, and we use an integrative approach. We take a holistic view to improving health, focusing on physical, emotional, social and financial factors that can impact wellbeing. Our overall aim is to play our part in ensuring that healthspan increases in line with lifespan.”



Liam Maher
Head Promotion Lead





Health screening programme

2022 saw Sisk roll out its biggest-ever health screening programme. Over the course of six months, there were 64 screening days across 40 different Sisk locations, with 1,046 employees participating.

The health screening programme was offered to all Sisk employees. It included a comprehensive range of tests, including

urinalysis, blood pressure, ECG, full blood count, lipid profile, liver function, bone health, diabetes screen, renal profile, and a range of medical risk/lifestyle questionnaires.

A health screening programme of this scale has many advantages, both from an individual and an organisational perspective. For the individual, it supports the early identification of health risks which may otherwise go undetected, resulting in urgent or longer-term treatment/action. This became even more important in the context of Covid-19 when many people did not or were unable to follow up on an investigation of health concerns or symptoms. From an organisational perspective, it provides Sisk with an overview of the health status amongst employees. The anonymised data and insights from the health screening programme is then used to inform and enhance our health promotion and wellbeing programmes.



I Am Here Programme

I Am Here is an evidence-based mental health programme focusing on informal peer support. This voluntary programme aims to create a “tribe” mentality where we look out for one another and help each other through difficult times. I Am Here was launched across all Sisk operational areas in October 2019. To date, we have over 580 Tribe Members, and 190 trained I Am Here Ambassadors.

The purpose of the programme is to create a culture of care and support within Sisk, one where “it’s okay not to feel okay, and it’s absolutely okay to ask for help”. As a Tribe Member, colleagues develop the courage, confidence, and skills to show they care, thereby changing the beliefs and culture around mental health.



Grow It Yourself

CASE
STUDY

In 2022, Sisk's Sustainability and Health and Wellbeing teams came together to launch an exciting new initiative for employees - the 'GROWCircle' programme. It encouraged Sisk employees to plant and grow their own vegetables and herbs, giving them a "hands-on" opportunity to learn about sustainable food production practices. The programme, run by Irish social enterprise GIY, supports people globally to live healthier, happier, and more sustainable lives through growing their own food.

The GROWCircle programme consisted of three main elements:

1. Participants were provided with a GROWBox food growing starter kit. This allowed them to get a deep understanding of sustainable food production, even if they didn't have a large garden or outdoor space to work with as a balcony or window area was sufficient.
2. Participants were given premium access to the GIY app, which provided access to hundreds of bite-sized pieces of content to help them grow, cook, and eat more healthily and sustainably.

3. Participants were invited to join the GIY "Food Sustainability 101" webinars, where leading experts discussed health, food, sustainability, and environmental matters.

Sisk provided over 140 Grow Boxes, which were distributed across the UK, Ireland, and Europe, with employees invited to sign up as individuals or project teams. The goal was to have enthusiastic participants who wanted to learn more about growing their own food and embracing a positive approach to health and wellbeing through food growing.

At Sisk, we believe that this initiative is hugely important, with food production responsible for almost a third of global greenhouse gas emissions and land used for food production being the primary driver of biodiversity and habitat loss. Our teams also learned that without a shift in diets and the way we produce food, Sustainable Development Goal for Climate Action, SDG 13, cannot be achieved. Through GROWCircle, our employees gained valuable knowledge and practical tools to take positive action at home, in the workplace, and in their communities,

empowering them to make a real difference to the environment and as well as to their personal wellbeing.

A total of 143 participants engaged in the GROWCircle programme, with 129 receiving Urban GROWBoxes, 9 receiving Ultimate Starter GROWBoxes, and 5 participants joining digitally. The Urban GROWBoxes supported the growth of vegetables such as chilli pepper, mixed spicy leaves, tomato, and rocket. At the same time, the Ultimate Starter GROWBoxes facilitated the growth of beetroot, carrots, tomato, mixed spicy greens, lettuce, peas, chilli, rocket, squash, and courgetti. Digital participants availed of locally sourced seed varieties and growing materials. By growing vegetables in an eco-conscious way, participants were able to save one kilogram of carbon emissions for every kilogram of vegetables grown.

The programme was a success in upskilling participants, with 85% improving their knowledge of food growing and 77% improving their knowledge of food sustainability. The top 5 participant outcomes showed that 68% became more interested in our food system, 60% grew more food, 48% bought more local food,

28% reduced food waste at home, and 28% ate more plants.

This initiative inspired Sisk employees to make more sustainable food choices both at home and in the workplace, in line with Sisk's wellbeing and sustainability policy. The GROWCircle programme supported multiple positive impacts, including enhanced health and wellbeing, environmental action, learning on food sustainability, while also promoting social cohesion.

"I don't have a garden, and this was a great way to see what I could do. After receiving the GIY box of goodies, I started my little project. I planted chillies and tomatoes as those were the two I was keen to grow. Although my tomato bush flourished, I only managed to get 3 little tomatoes. My chillies absolutely loved where they were, and I must have harvested over 50 chillies. And to my glee I grew a bell pepper. I am pleased to say my original chilli plants are starting to blossom and I have planted bell pepper seeds, and these have started growing as well."



Linden Le Roux
HSSQ Co-ordinator



Creating social value

We are committed to doing our part by leveraging our resources and expertise to generate positive change in the communities we work within.

We've been committed to making a difference in the communities where we work since our establishment in 1859, and we continue to prioritise this every day. As society has evolved, so has our approach to social responsibility. We believe that generating lasting social value is about cultivating positive change through our actions and activities, supporting individuals, groups, and community-focused organisations to grow and develop. We understand that employment, equal opportunities, and education are essential avenues for this, and that's why we prioritise these areas in our efforts to make a difference. We also believe in the power of strategic alliances, collaborations, and engagement with stakeholders to drive positive social impact.

Ultimately, we recognise that we all have a role in creating a better future for everyone.



Our people and suppliers help to generate social value across our projects. Their efforts enhance local communities, provide employment and improve the environment. Educating our supply chain helps to maximise social value and benefits our projects, communities and clients. Socially conscious suppliers have a positive impact across the industry.



Kevin Hutchinson
Divisional Social Value
and Stakeholder Manager



Supplier upskilling day

CASE
STUDY

Sisk is committed to upskilling our suppliers, and in April of 2022, held an Understanding Social Value workshop, the second in a series of five workshops relating to the five key themes in our 2030 Sustainability Roadmap. These workshops aim to educate our key supply chain partners about sustainability and how they can achieve both their goals and help us to reach our goals, with the ultimate aim to increase their understanding of sustainability and how to embed these principles into their businesses.

The Understanding Social Value workshop was a collaboration day between Sisk and Ebbsford Environmental, which provides environmental services to Sisk on various projects. Through this workshop, Ebbsford Environmental availed of key learnings around how to create social value and best practices for stakeholder management, while the Sisk team learned more about invasive species, which would directly benefit their project on York Central and Hebble, a project that will see former railway land transformed to provide 2,500 homes and 800,000 sq. ft of commercial space.

During the meeting, the Sisk team shared knowledge of our business approach on why and how to create social value while also identifying the activities Ebbsford Environmental already undertook, such as school outreach and the employment of local people as examples of social value creation. Sisk offered suggestions on how to increase their impact through additional activities such as upskilling local community groups about invasive species, connecting with local job centres and offering entry-level employment opportunities, and supporting education.

Our commitment to upskilling our suppliers has had excellent results, with 100% of attendees attending the Understanding Social Value workshop stating that they are likely/very likely to implement the training given.

At Sisk, we are committed to generating lasting social value and believe that by upskilling our suppliers and collaborating with them, we can achieve our sustainability goals together. We are excited about future collaborations and opportunities to create positive social impact.



Way2Work

CASE
STUDY

At Sisk we are proud to support Way2Work, a not-for-profit organisation working in partnership with Tulsa. Way2Work support young people's ambitions and create opportunities for all young people irrespective of privilege or background. Way2Work deals specifically with young people (aged 16-23) who have

been referred by Tulsa. The Way2Work team gets to know the young people, their skills, and abilities and this enables them to provide the knowledge and training necessary to access employment in their sector of interest and the right role for them. At Sisk we know that supporting initiatives that empower young people

enables us to continue building a better future for all. Through our partnership with Way2Work, we have provided nine direct employment opportunities to young men during 2022, who actively contribute to the success of our projects and the local communities in which we operate.



"My co-workers at Sisk have been good to work with. They're straightforward and work hard at it all day. It's a great work environment and they give me tips and support to get the work done well."

Way2Work & Sisk partnership participant

"John Sisk & Son have been Way2Work biggest backer in Ireland, since its inception in 2019. Sisk has provided many of our young people with opportunities, from general operative roles to apprentices. We really appreciate the patience and encouragement that has been extended to our clients. The support from the Sisk team has been exceptional."

Derek Byrne CEO of Way2Work

Helping the homeless in Manchester

CASE
STUDY

Christmas can be an even more challenging time for the homeless and vulnerable. That's why Sisk, in collaboration with Lifeshare, a Manchester-based charity who work to have a positive impact on these communities, and Vinci Construction, our project partners on the New Victoria project, joined forces to offer hot meals to the homeless and vulnerable of Manchester from the 23rd - 29th December.

This effort sparked engagement from across the whole project with project suppliers, FF&E and Lee Brothers, offering their support too, supplying fridges and freezers helping volunteers to make the 7 days a success. Hot food was served, with people also able to access showers, clothes, optician services, and a barber. In addition, volunteers provided music and games, to help lift spirits and bring some festive cheer to Manchester City Centre.



With the combined efforts of the Sisk team, suppliers, and project partners, these festive efforts were valued at around £1,000, making a real difference in the lives of the vulnerable and homeless during a difficult time of the year. By working together, leveraging the combined resources and expertise of all project teams on the project, we were able to make a real difference in the lives of the vulnerable and homeless in Manchester during the holiday season.



Sisk's annual toy donation brings joy to children across Ireland and the UK

CASE
STUDY

In 2022 we continued our long-standing company tradition – instigated by John G Sisk back in 1971 – of donating beautifully crafted wooden toys, produced by our Training Centre apprentices, and then distributed to worthy causes.

Over 70% of the toys for 2022 have been made from recycled timber. Work on this year's toys began in October and in total 550 items were produced including rocking horses, pull along

horses, plus tables and chair sets.

The donations were made to a range of charitable organisations, hospitals and facilities that support young people, including the Ukrainian refugee centre at Citywest, Dublin, St. Michael's House and Aoibhneas. We are proud of this fantastic tradition and the satisfaction and skills development experienced by our apprentices in the carpentry workshop is hugely rewarding for all involved.



Social value through sustainable transport

In 2022, Sisk employees on Project 4611 in Boxmeer, The Netherlands, purchased eight bicycles from Rob's bicycle shop. Project team members used these bicycles to travel to and from work as well as for social activities during their free time. This cycling initiative not only supported local enterprise but also helped to build a relationship with the local community through interactions with Rob and his team in the bicycle shop. By choosing to support a local business, Sisk was able to create social value by investing in the local economy while also fostering a sense of community.

In addition to cycling, the location of the Sisk employees' apartments allowed the team to easily travel by public

transportation, public bus and rail, or to walk to the project site.

The project team's focus on promoting sustainable and public transport modes for commuting to and from the project site had environmental benefits by minimising the carbon footprint of the entire site team's commute.

This approach also encouraged staff to engage with the local area and become more familiar with surrounding businesses and services.

By supporting local businesses and utilising sustainable modes of transportation, Sisk was able to create a positive impact that extended beyond the project itself.



Staff volunteer day: St Ronan's National School

CASE STUDY

During Covid-19, Sisk employees virtually volunteered to deliver the Business in The Community Time to Count programme, with students from St. Ronan's National School, Clondalkin. The programme provides numeracy support to 3rd class children through the medium of specially chosen numeracy games and activities. The team of volunteers knew that their volunteering work was supporting the students academically, but it was clear that Sisk could do more to help the students, the teachers, and the parents. Parts of the school was in a state of disrepair, lacking basic infrastructure and IT requirements. The team devised a plan to undertake a major refurbishment of the school during the summer of 2022 in time for the new school term in September.

Before the project began, the Sisk team engaged continuously with the school Principal and her team to discuss and agree on the biggest improvements that would impact the students of St Ronan's. The volunteers then set about creating a project brief. The goal was to better the school experience for the pupils who were so deserving of a healthier and more enjoyable school environment.

Almost 60 people, from across Sisk and other Sisk Group businesses, Origo and Sensori FM and the Sisk in-house joinery, volunteered along with our supply chain partners over a three-day period.

The outcome of this initiative was truly realised when the 440 pupils, their parents, and the teaching staff of St. Ronan's walked through the gates of their refurbished school for the first time.

- The social value of works on this Project was in excess of €63,000. The total works completed by Sisk staff, supply chain partners, sub-contractors, and local businesses were as follows:
- Roof chemically treated, and power washed
- Full façade repaint – with vibrant colours
- Full yard repainting – including car parks and playing areas
- Yard games repainted by hand – i.e., hopscotch, etc.
- Next-generation security system for the whole school to replace non-functioned old unit
- New front-of-school signage, with low energy lighting

- Handrails all painted
- One hand-painted mural
- 13 external walls sprayed in vibrant green to minimise the drab concrete grey
- 1,000m² of new wild-flower lawns
- 1 enchanted forest

The school's staff, students and parents were delighted with the incredible transformation of their beloved school. The vibrant new colours and beautifully landscaped gardens now create a warm and welcoming environment that the pupils can thrive in.



Homeless appeal - board members leading by example on social change

What began as a solidarity initiative has brought about a lasting commitment among our senior leaders. During his time as CEO, Steve Bowcott began a sleepout on the streets to raise funds for homelessness. Having turned this action into an annual campaign, Sisk board members are continuing to have a meaningful impact on the lives of those affected by homelessness.

With two separate sleepouts in Dublin and Birmingham, our dedicated board members collectively raised more than €37,000. The funds were donated to Focus Ireland and St. Basils, two charities actively addressing homelessness. Their remarkable efforts not only raised vital funds but shed light on the challenges faced by individuals experiencing homelessness. They have also inspired others to join the fight for social change.



Dearcán Foundation - empowering the next generation



The Dave Treacy inspired Dearcán Foundation continues to grow through its vision to foster positive change. This philanthropic initiative was officially launched in 2022 with a mission to empower individuals who may face challenges and provide them with the best possible start in life. The foundation's inaugural golf classic at Powerscourt in Wicklow, together with numerous raffles and generous donations along the year, raised €80,000. The golf classic brings together people from across the construction industry: staff, stakeholders and supply chain partners alike.

To ensure the effective management and realization of its ambitions, the Dearcán committee has been shaping the foundation's vision while ensuring proper governance and identifying key partners, organizations and worthy causes. As manager of the John G Sisk Training Centre for more than 30 years, Dave Treacy guided a whole generation of apprentices with great skill and care. He also worked closely with colleges and industry organisations throughout his career.

The Community Foundation of Ireland oversees all governance and assists with dispersing funds. Earlier this year, Dearcán made a substantial donation to The TU Dublin Foundation for construction and engineering students at the university. Given the current cost of living increases, students are struggling financially in college. These funds will assist students in financial difficulty. Dearcán will also be working with TU Shannon and ATU Galway for the coming academic year along with Youth Reach and other community organisations who support young people.

Charity cycle - IPF fundraising drive inspired by Sisk colleagues

CASE
STUDY

Inspired by a colleague, a group of Sisk cyclists from UK South raised more than £10,000 to support Idiopathic Pulmonary Fibrosis (IPF) patients. Over two days, 14 riders cycled from St Albans to Cambridge and back. Together with their trusty support van, they conquered 120 miles (193 km) of challenging terrain, all in the name of a brighter future.

Their chosen cause, IPF, was selected in support of a colleague, who was recently diagnosed. IPF is a condition that scars the lungs, gradually robbing individuals of their ability to breathe freely. Aware of the urgency, these cyclists pedaled with purpose, urging others to join their cause.

Their passion ignited a wave of generosity, with friends, family, and even strangers stepping up to contribute.



Social Value Achievements 2022



+8000

Apprentice training
weeks



+4000

Graduate training
weeks



+105,000

Individuals engaged to
promote careers and STEM



+€8.3m

Environment value
added



+294,000(44%)

Days worked by
local people



+1000

Volunteer hours



+€207,000*

Value of donations



+€199m

Total of Social Value
generated in 2022

The social value information communicated is captured and reported through the Social Value Portal. Social Value Add is calculated through the UK National TOMS framework

*This figure includes corporate donations and employee fundraising



Leading on responsible business practices

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

We understand that our business decisions have the power to affect others. That's why we're committed to ensuring that every engagement, procurement, and interaction with suppliers and service providers is guided by environmental, legal, social, and economic considerations. We believe that by placing these values at the forefront of our procurement processes, we can make a positive impact on the people, communities, and environments in which we operate.

As a business, we take our responsibility to lead the way in promoting responsible and sustainable practices seriously, and continually challenge ourselves to push the boundaries and seek new opportunities to enhance our sustainable impact. Our team is key to this effort, and we are proud of our legacy of excellence, innovation, and success over the last 160 years.

We understand that achieving sustainability is an ongoing process that requires continuous improvement, collaboration, and innovation. That's why we're committed to working closely with our suppliers, customers, and partners to develop sustainable solutions and drive positive outcomes that benefit us all. We believe that by taking a collaborative approach, we can make a real difference in protecting the planet and building a better future for generations to come.



Our people and culture



We have enthusiastic and committed people who are determined to deliver on our Purpose of ‘Creating Places for Future Generations.’ We are confident that with everyone’s help we will help make the world a better place for those coming after us.



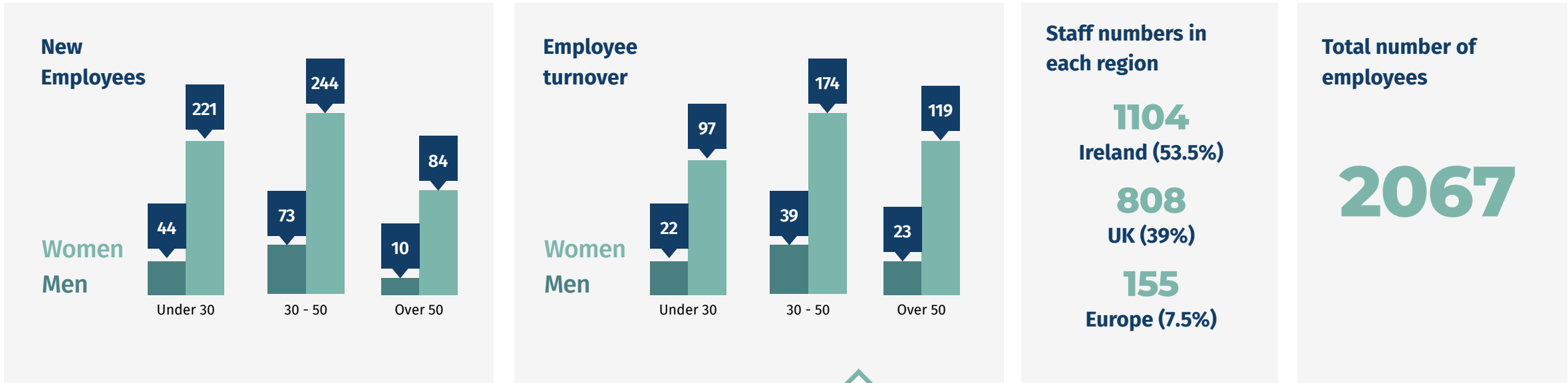
Sean Fitzpatrick
Human Resources Director

Creating an environment that supports and nurtures our employees is vital to our success at Sisk. Our vision is to be the best at creating value for our customers, shareholders, and people, and we believe this starts with attracting and retaining the best people in the industry. As a family business, our values of Care, Integrity, and Excellence are deeply embedded in our operations.

We are committed to continuously improving our working environments by listening to our employees, identifying opportunities for improvement, and taking the necessary actions to create positive change. Our objective is to provide

a workplace culture that supports personal and professional development, fosters collaboration and empowers our employees to achieve their full potential.

We understand that our people are our greatest asset, and we are dedicated to creating a workplace where everyone can thrive. By upholding our values and investing in our employees, we are confident that we can continue to attract and retain top talent and be the employer of choice in our industry.



Learning and development

Our commitment to excellence in the recruitment, training and professional development of our people enables us to create a productive and safe working environment.

Providing our employees with the necessary skills and knowledge is crucial to achieving this goal. That's why we place great importance on the training and development of our people. We provide our employees with access to various opportunities for professional and personal growth, ensuring that they have the skills and knowledge to perform their roles to the best of their abilities.

By offering training and development opportunities, we strive to create a workplace that inspires our employees to reach their full potential and be the best that they can be.

Our Performance Development Programme

We believe in the power of ongoing performance development and growth for our employees. As such, our performance development programme provides a platform for employees to have in-depth discussions with their managers about their performance and development over the past year, as well as chart a path for their future growth. This process enables us to identify plans that align with our business objectives while meeting the individual needs of our employees and teams. In addition to the formal process, we have regular "check-ins" throughout the year to ensure that our employees

get the support and resources they need to achieve their goals. We understand that flexibility is key in today's rapidly changing business environment, and we are always ready to adapt our approach to meet the evolving needs of our employees and the business.

Elevate - Our Management and Leadership Development Programme

We launched the Elevate programme in 2017. This is our three-tiered Management & Leadership development programme. Since its inception, over 600 colleagues have gone through one or more tiers of the programme. In 2022, we conducted a comprehensive review of our Manage & Lead programmes (aimed at front-line and middle manager/leader employees) to ensure that what is being delivered now is fit for purpose and is also meeting Sisk's future needs.

Working closely with our external delivery partner, we thoroughly reviewed the programme, interviewed delegates who had completed the programme, their line managers, and senior leaders in the business. We also reviewed the exit interview data and employee surveys to assess trends.

Reasons for the review:

- Evolving needs of work in post-pandemic times
- Managing remote and hybrid teams presents new challenges
- Need to align with the new Sisk strategy, Breaking New Ground, launching in 2023
- Greater emphasis on Equality, Diversity, Inclusion, Belonging, and Health & Wellbeing as part of our refreshed People & Culture strategy

Resulting changes:

- Increased involvement from Sisk colleagues, including sponsors, Sisk subject matter experts, the Occupational Health team, and the HR team
- A blend of learning modes, including social learning, digital learning, in-person learning, and online learning
- Use of a digital spine for sequencing weekly tasks and learning goals.

In 2022

Elevate Manage > 92

Elevate Lead > 40

Elevate Inspire > 16



Sisk Early Careers

Sisk invests heavily in our early career's population. It's the cornerstone of a sustainable business to provide opportunities for young talent to establish themselves and their careers within Sisk and the industry. With defined programmes for Graduates, Students and Apprentices to engage with us.

Our programmes focus on both building individuals' breadth of understanding of the business and also space for them to focus and develop their professional expertise, both internally on our project and externally with professional bodies. The programme leverages a range of cutting-edge learning methodologies, providing a rich mix of theoretical and practical experience to ensure participants acquire a broad and deep understanding of their chosen field.

We currently have over 12% of our staff engaged in some stage of the early careers journey.

In 2022

Graduates > 41

28 Irish - 7 QS, 21 Engineers

15 UK - 5 QS, 8 Engineers

“

Our people and suppliers enhance local communities, provide employment and improve the environment. Educating our supply chain helps to maximise social value and benefits our projects, communities and clients.



Roisin Ferris

Second Year Graduate



Engineers Ireland CPD Accredited Employer

We are proud to be recognised as an Engineers Ireland CPD Accredited Employer. This accreditation is a testament to the quality of training and development opportunities we offer to our engineers. As a CPD accredited employer, our engineers can rely on us to meet their yearly CPD requirements and will receive the necessary support when they apply for professional titles. We also operate an ICE approved training scheme in the UK, which provides engineers anywhere in the business with the structure learning and professional development support, enabling participants to achieve professional qualifications.





World Skills

CASE
STUDY

World Skills Ireland is a unique partnership that brings together enterprise, industry, education, training, and government to champion and promote the value of skills and apprenticeships in shaping the workforce of the future. In 2022, the RDS hosted a three-day event which featured an exciting showcase of skills and trades across all industries, including catering, construction, hair & beauty, and more. Among the apprentices who participated in the contests was one of our own highly-skilled fourth-year apprentices with John Sisk & Son (Holdings), who competed in the Joinery & Carpentry competition.

In addition to the contests, industry leaders participated in panel discussions, including Paul Brown, our CEO, and Pat Tierney, Regional Director for Ireland East & Alan Kelly, Specialist Plant & Mobilisation Manager. The World Skills Ireland event was free for all secondary school children, offering them an invaluable opportunity to witness apprentices in all trades compete in contests. Sisk had a stand at the event, manned by 30 volunteers over the three days, to answer any students' questions and offer advice and guidance on securing an apprenticeship after finishing school.

As one of the four headline sponsors of the event, Sisk was proud to support World Skills Ireland and sponsor the Joinery & Carpentry contest.

Our presence at the World Skills Ireland event underscores our commitment to inspiring the next generation of talent, promoting the importance of skills and apprenticeships and showcasing the exciting opportunities available in our industry.



Site manager development programme

CASE
STUDY

The Site Management Development Programme (SMDP) launched in March to equip our foremen with the skills and knowledge required to become successful Site Managers and Site Agents on Sisk projects. These roles are critical to the success of all projects, setting the tone and culture on sites, and so we aim to empower our foremen and women to take on these roles with confidence and competence.

The programme comprised a mix of internal and external workshops delivered through classroom sessions and webinars every month. The workshops covered a range of technical and soft skills, including planning, temporary works, building services, digital project delivery (DPD), and negotiation and influencing skills. Additionally, each delegate was assigned a mentor who provided them with support and guidance throughout the programme.



Building an equal future



By creating a workplace where everyone has equal opportunities to succeed, we can build a stronger, more successful team and drive our business forward.

Our diverse workforce comprises people from various backgrounds, cultures, and experiences. We view this diversity as essential to our success, and to attract and retain the most talented people, we are dedicated to promoting equal opportunities and cultivating a workplace culture that treats everyone with respect and dignity. We believe in creating an environment where employees feel confident and empowered to bring their full selves to work each day, and where all contributions are valued and celebrated.

We “walk the talk” by challenging questionable behaviour and practices that don’t align with our values. By doing so, we support our employees to do the same and instil our core values and culture into the way we work. We’ve developed a range of activities to progress on this journey and create a welcoming workplace environment for everyone.

Gender Pay Report

We are committed to addressing the gender pay gap and creating a more diverse and inclusive workplace. We recognise that while progress has been made towards closing this gap as can be seen from our first report in 2017 to our latest report in 2022, more change is needed and that this needs to happen faster.

To make a difference, we are taking a leading role in encouraging the next generation of talent, especially young women, to pursue a career in the construction industry. We are also actively promoting the diverse career opportunities available, from STEM-related fields to other equally rewarding and exciting parts of our business.

In addition to attracting new talent, we are committed to retaining and advancing our existing female employees. This is the only meaningful way to address the gender pay gap in the long term, not just in our own business but in the sector as a whole.



View the report here
[IRELAND](#) | [UK](#)



How we are building an equal future

EDI Mentoring Programme

The last cohort, Sisk launched an internal mentoring programme to develop, coach, support, and sponsor female employees throughout their careers. The programme is a success, with 94% of the 2021 cohort strongly recommending it to their colleagues. In addition, participants have reported significant benefits, including increased confidence in driving their own career growth, access to better internal support mechanisms, and an overall boost in job satisfaction.

This programme reflects our commitment to supporting female employees and promoting diversity and inclusion throughout our business.

"It's Only Banter"

We understand the importance of creating a supportive and inclusive work environment where every individual feels valued and respected for who they are. To achieve this, we launched an initiative to raise awareness and emphasise how words and actions in the workplace can affect others.

Our 'It's Only Banter' sessions have been implemented across the business to help us understand the impact of our behaviours and address any inappropriate conduct. These sessions are facilitated by a group of senior leaders passionate about creating a work culture free from biases and discrimination. We believe these sessions will continue to help us build an even stronger team and promote a safe and inclusive work environment.

'It's Only Banter' is a 90-minute thought-provoking virtual session on inclusive behaviour and language. More than 770 people participated to date.



"Sisk has positively evolved over the years into a much more multi-racial and diverse organisation, with a huge range of in-house disciplines and expertise. Courses like this provide an opportunity to reflect and ensure that we keep going in the right direction."

Anonymised feedback from employee

Event hosted at the Royal Academy of Arts in London

In September 2022, Sisk hosted a thought-provoking event at the Royal Academy of Arts, where we previously completed a restoration in 2018. The event centred on Equality, Diversity, and Inclusion (EDI). CEO Paul Brown described the purpose of the evening as "about sharing an exploration of the impact that an inclusive culture can have on attracting talent to the industry".

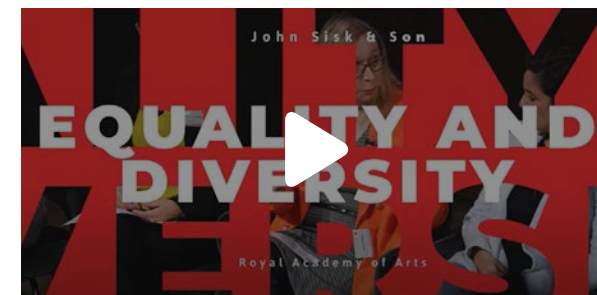
The central focus of the evening was a panel discussion chaired by UK COO, Ajaz Shafi. He initiated proceedings by sharing his own story of growing up in a rough area of Glasgow in the 1970s, where he faced bias, racism and discrimination.

The panel comprised an inspiring mix of personalities who touched on various aspects of EDI, including:

- A female sports broadcaster talked about forging a career in male-dominated areas of sport such as golf and football.
- A BBC Security Correspondent, spoke about returning to work with a debilitating disability that resulted in him becoming wheelchair bound.
- An industry specialist, invited the audience to understand the work she is doing in trying to change the world of engineering to make it more attractive, accessible, and welcoming.
- A representative from Chickenshed, a charity organisation working with businesses to shape their vision and openness to ED&I, delved into the topics of visibility and the impact of privilege.

- A transgender ambassador contributor, spoke openly and positively about the issues faced by the transgender community and how we can create a more inclusive workplace.

Over 190 people attended the event, and it was clear that the discussion was thought-provoking, engaging, and important in raising awareness about EDI in the workplace. At Sisk, we firmly believe in fostering an inclusive culture that values and accepts everyone for who they are. This commitment lies at the heart of our EDI approach, and we recognise that conversations like these are vital to building a diverse and inclusive workforce that accurately reflects our broader society.



Watch the video [here](#)



International Men’s Day



To build on the success of our 2021 International Men’s Day at Sisk, we continued the celebration of our male colleagues’ contributions and accomplishments. In 2022, the theme was “Leading by Example”, and to honour the occasion, the Building Gender Balance Network (BGBN) asked staff to nominate male colleagues for awards in three categories:

- **Role Model:** This award recognised the individual who sets the standard for positive male role models in all aspects of their lives.
- **Health & Wellbeing Advocate:** This award honoured the individual who creates a supportive environment where the health and wellbeing of colleagues is cared for.
- **Gender Hero:** This award recognised the individual who champions gender equality within Sisk and the construction industry, bridging the gap between all genders and leading the way towards a more inclusive workplace.

We had the pleasure of presenting one winner in each region for each category, acknowledging their exceptional efforts and leadership in creating a more supportive, diverse and inclusive workplace.

Winners for 2022 were:

| | |
|---|--|
| Gender Hero Europe Ultan McAdam | H&W Advocate UK Prof. Perry Shard |
| Gender Hero Ireland Tony Kelly | Role Model Europe Simon Brickenden |
| Gender Hero UK Kevin Hutchinson | Role Model Ireland Martin Cronin |
| H&W Advocate Europe Derek Meagher | Role Model UK Rob Oxley |
| H&W Advocate Ireland Tony Buxton | |



International Women's Day

CASE
STUDY

On March 8, 2022, Sisk celebrated International Women's Day under the theme #BreakTheBias. We recognised and celebrated women who are making a difference in our company through our award programme in three categories:

- **The Sisk Upstander:** to the individual who goes above and beyond to break biases and raise awareness in the workplace
- **The Thriving Team:** a team award for sustainable action to promote a positive, inclusive culture
- **Inspirational Individuals:** a female only award to a Sisk Hero. This award recognises positive impact made in the workplace, community and/profession through inspirational actions and behaviours.

Additionally, the Building Gender Balance Network hosted an engaging online event as part of the celebrations. The event featured Olympic gold medallist for Great Britain, Charlotte Worthington, as a guest speaker. Charlotte shared her inspiring journey to success, highlighting the importance of good communication and effective team leadership as the key factors that helped her achieve her goals.

Inspirational
Individuals

**Christina
Nichols**



**Elizabeth
Healy**



**Sarah-Jane
Piscotti**

The Sisk
Upstander

**Marina
Leleko**

The Thriving
Team

**Information
System
Managers**

Also, in 2022

- We introduced a 'Temporary Reduced Working Week for Non-birthing Partners Policy' and updated our other family leave policies to ensure that we support our colleagues' life stages, including during the phase of growing families. This is part of our commitment to Care, which extends beyond the workplace and acknowledges the importance of enabling our colleagues to balance work and family responsibilities.
- We launched Sisk Connect network to support our international colleagues relocating to Ireland to join the Sisk team or moving between placements.
- Sisk was shortlisted for the 'Equality Diversity and Inclusion Initiative of the Year' category in the Construction News Workforce Awards 2022. Although we didn't take home the trophy, it was encouraging and rewarding to be recognised externally for our work in the EDI space at Sisk.
- It was recognised that part-time and flexible working can work for anyone, provided they have the right parameters and support, as was demonstrated by one of our own and which led to recognition at the Timewise Power List Awards.



Employees gather under the 'Sisk Connect' program at HQ's offices



Ethics and transparency

We respect the unique qualities of each region in which we operate and are committed to building constructive and collaborative relationships that ensure lasting and equitable agreements.

We believe that ethical and transparent business practices are essential, and we expect all employees to share and embody these values throughout their work. Further to this, our ethical standards and policies extend beyond our internal team to all those who work on behalf of Sisk, including temporary workers, apprentices, interns, sub-contractors, consultants, agents, and subsidiaries across the UK, Ireland, and mainland Europe.

As a business, we are dedicated to excellence in all operations, practices, and processes and adhere to the laws and regulations of each region. Our commitment to ethical behaviour and transparency across all activities is fundamental to our success as a progressive organisation that cares about the future.

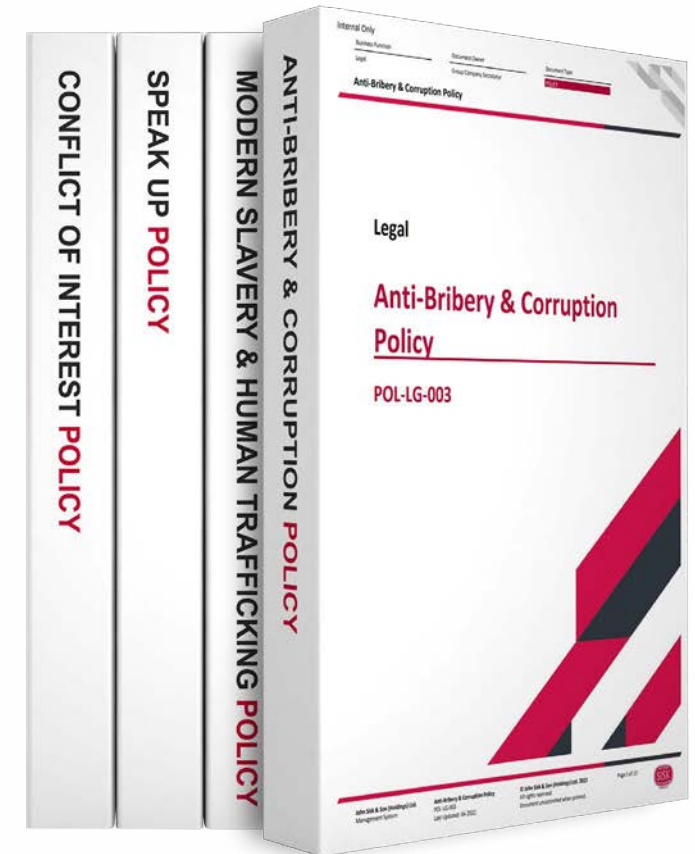
Our range of policies formalise our commitments and we ensure it is deeply embedded within our organisation, by requiring all employees to undertake mandatory training on our online portal, Percipio. Employees must undertake

training related to; EU antitrust, EU GDPR, Global Anti-Bribery, Global Conflicts of Interest, and UK Modern Slavery. All policies are signed by the CEO.

- Anti-Bribery & Corruption Policy: this was originally approved in 2019 and updated in 2022 applies to all employees and officers of the Company and to others working for the Company. Every person working for the Company is expected to maintain the highest standards of business conduct.
- Conflict of Interest Policy: this was updated in 2021, it recognises that Conflicts of Interest can and will arise and to ensure they are managed appropriately. The policy applies to all employees of Sisk, its subsidiaries and persons acting on behalf of the company.
- Speak Up Policy: This policy is designed to encourage people to Speak Up and report suspected wrongdoing or dangers in relation to our activities. This includes bribery, fraud or other criminal activity, miscarriages of justice, breaches of internal controls or policies, discrimination, bigotry and social

injustice, health and safety risks, damage to the environment, breach of legal or professional obligations, and concealment or destruction of information about any of these wrongdoings.

- Modern Slavery and Human Trafficking Policy: This Anti-slavery policy (pursuant to Section 54(1) of the Modern Slavery Act 2015 UK), reflects our commitment to acting ethically and with integrity in all our business relationships and to implementing and enforcing effective systems and controls to ensure slavery and human trafficking is not taking place anywhere in our business or our supply chains.
- Responsible Procurement Policy: This policy is in line with the wider sustainability policy and supports the businesses mission to make a positive difference to the people, customers, clients, communities, and environments we impact and influence.

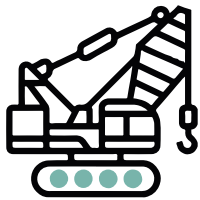


Preventing modern slavery

For the past four years, we have partnered with Achilles to establish a comprehensive labour practice review process.

As part of this, we carried out ten Worker Engagement Surveys in 2022 across our projects to understand the experiences of our workforce. Any issues identified were then reported to our supply chain partners and addressed promptly, ultimately leading to an appropriate resolution.

We are committed to eradicating modern slavery and human trafficking, and our 'Modern Slavery and Human Trafficking Policy' on our website is a testament to this commitment. Through a proactive approach to combating these issues, we are working to ensure that all workers across our supply chain are treated with dignity, respect, and fairness.



**11 Worker
engagement
surveys**



Partnering with Social Enterprise UK for positive change

Sisk's commitment to sustainability and responsible business practices is reflected in our 2030 Sustainability Roadmap, which aims to increase the added Social Return on Investment by 5% year on year against their 2019 baseline. One of the ways we achieve this is by actively engaging and working with social enterprises, SMEs, and local businesses. Social enterprises have a clear social or environmental mission, and in the UK are defined as reinvesting or donating at least half of their profits towards their social purpose, creating positive social change.

As such, Sisk has partnered with Social Enterprise UK and the 'Buy Social Corporate Challenge', a group of high-profile businesses aiming to collectively spend £1 billion with social enterprises through their procurement. This challenge not only helps businesses engage with innovative suppliers and embed sustainability and diversity into their core operations but also helps high-performing social enterprises grow their revenues and impact by tapping into corporate purchasing power.

In 2022, Social Enterprise UK (SEUK) launched a new directory to showcase their social enterprise members. As a corporate member of the Buy Social Corporate Challenge, Sisk teams can search for social enterprises offering a range of services, from facilities management, merchandising and corporate branding, to those offering services in the creative industries (video production, digital printing for example).

By referring to the SEUK directory, Sisk can increase its engagement with social enterprises, benefiting Sisk and the local communities connected with these social enterprises. At Sisk, we are proud to support the positive social change that social enterprises bring and are excited to increase this engagement as part of our commitment to creating social value through responsible business practices.



Sisk Supply Chain Survey 2022

At Sisk, we are committed to developing strong relationships with our suppliers, which is why we conducted an in-depth Supply Chain Survey in 2022 assessing our suppliers' overall experiences and interactions with Sisk. With over 200 responses from subcontractors, suppliers, vendors, manufacturers, consultants, and plant hire representatives, we gained valuable insights into suppliers' perspectives of our business on areas such as supply chain management, health, safety and quality, sustainability, modern methods of construction, and digital project delivery.

And while it was great to see that so many suppliers had positive experiences working with us, there were also areas for improvement highlighted. For example, one of the survey's key takeaways was the opportunity to enhance communication and engage suppliers early on in Sisk's strategic priorities.

As a result, in 2022, we launched our 'Engage' programme - a new Supply Chain Relationship Management initiative. The programme focuses on early engagement, face-to-face meetings, and creating opportunities for Sisk and suppliers to interact, such as breakfast briefings and meetings. Many of these activities would previously have taken place, however, were organised on a case-by-case basis and were more ad-hoc than part of a strategy. Having a programme in place has now formalised this.

And while there continues to be flexibility as is needed for meetings and various workshops to be project specific, there is also a commitment across the Irish and UK procurement teams to deliver larger events that engage suppliers more regularly, with a commitment to also hold additional relationship management meetings and workshops. For example, in 2022, 5 workshops were held in the UK in conjunction with the Supply Chain Sustainability School providing valuable insights and learnings on, for example, reaching net zero emissions and MMC construction. Such workshops are a valuable engagement opportunity, and we look forward to continuing these and to hosting additional supplier focused events.

Supply Chain Survey Highlights



206 Responses



**170 Working with Sisk
for over 3 years**



**97% see Sisk as a long
term partner**

As part of the Engage programme, progress in improving communication and supplier engagement will now be tracked yearly to find those opportunities to improve, with each business unit in Ireland formalising an engagement plan, and meetings and events tracked in the UK.

Our commitment to sustainability and social responsibility extends to our entire supply chain, and we believe that by working together, we can create a positive impact on the communities in which we operate. Through this survey and future supply chain surveys, we aim to continuously improve and enhance our relationships with suppliers.

Causeway Tradex

In 2022, Sisk updated its supplier onboarding process with the introduction of Causeway Tradex. By providing a streamlined approach to information exchange, this platform has transformed our supplier onboarding process, enabling us to engage new suppliers more efficiently. It has also allowed us to assess a potential suppliers alignment with our sustainability goals before approving them.

In the UK Sisk actively promote the Common Assessment Standard (CAS) as their desired minimum standard of supply chain assurance. CAS is an accreditation designed to standardise the prequalification process for the UK marketplace reducing supply chain cost and process inefficiencies. API links from CAS approved accreditors have been

created within our Tradex tool meaning Sisk have access to detailed information on suppliers in the UK market (via Tradex as referenced earlier) without asking suppliers to duplicate efforts on PQQ questionnaires. In Ireland, Sisk are pioneers a similar approach. These valuable supply chain insights support all Sisk operations ensuring they are consistent and aligned to our business-wide commitment to engage suppliers aligned to our strategic priorities and our 2030 Sustainability Roadmap targets.

As part of our supply chain assurance process, potential suppliers are assessed on a range of factors such as financials, quality, health and safety, environmental policies, and their approach to equality and fair pay. These questions form part of the overall assessment process that informs the decision to approve and onboard a supplier onto our Tradex database or reject the supplier.

The next phase for Tradex includes the introduction of performance scoring for the supply chain, covering areas such as health and safety, pre-construction, and environmental practices. All areas of the performance scoring will align with the ISO 20400 Sustainable Procurement guidance. Sisk received independent verification from Future Planet on how we are business ready to embed sustainable procurement practices. Additionally, Sisk is implementing a 360-degree performance review process to evaluate our own performance, seeking feedback from suppliers. This approach will enable us to identify areas for improvement, strengthen relationships with suppliers and further our commitment to excellence.



Embracing innovation and digital technology

We are innovating at all levels of our business, from investing in our people and culture to expanding our service offerings through Vision Built and Sensori FM.

In 2022 we developed our new company strategy, Breaking New Ground, that takes a holistic, integrated approach to Net Zero Construction, Modern Methods of Construction, and Digital Transformation.

At the project level, we are driving innovation through our lean and digital construction site processes, which were demonstrated at our Wembley project in London. Additionally, we are innovating at a product level by partnering with

our supply chain to select lower carbon design and material solutions for a range of projects right across the business. To support our people in this effort, we are innovating at a process level by enabling them to work efficiently with tools like

BIM and Information Management, helping them to visualise outcomes and data via interactive dashboards enabling informed, data-driven decisions that add value to our projects.



Investment in innovation

Our innovative approach is enhanced by our continuing engagement with Research and Development opportunities.

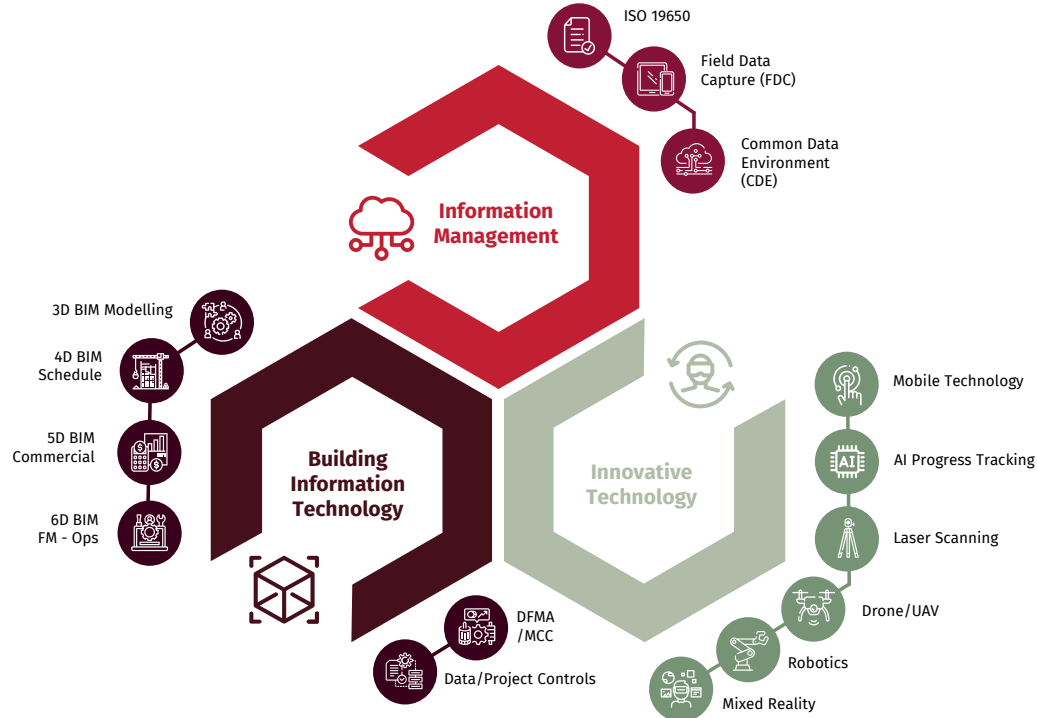
With qualifying innovation spend generated across 65 of our projects in 2022, this is independently validated by qualified R&D tax experts in line with the schemes offered in each of our jurisdictions. These innovations span a wide range of operating sectors, from soil stabilisation methodologies in marine environments to façade installation logistics in tight urban centres. We continue to harness and share these innovations across the business through our knowledge management processes to ensure that all of our delivery teams understand and adopt best practices.



Digital project delivery

Our DPD approach is split into three elements:

- Building Information Modelling (BIM)
- Information Management
- Innovative Technology



Building Information Modelling

Our BIM capabilities extend across 3D Design Collaboration, 4D Planning, 5D Commercial Management, and more integration with 6D BIM, Sustainability and Life Cycle Assessment. Our process starts at the pre-construction phase, where we engage early with our clients, design partners, and supply chain to develop an integrated BIM model. This allows us to conduct 3D design coordination, perform LCA, identify opportunities to reduce embodied carbon, develop a robust logistics model and reduce risks and hazards.

The application of 4D BIM and our project-specific digital strategies already deliver significant savings and reduce waste through eliminating programme inconsistencies, delivering design optimisation. Moving forward, we plan to integrate 4D BIM into the Whole Lifecycle Analysis and decision-making process early on in our projects. By doing so, we can take a holistic view that considers embodied carbon and waste reduction from the outset. The early identification of the asset information required for the management of the building or other assets ensures we ultimately support smarter and more intelligent connected assets. These are then able to support digital adoption throughout their life cycle.



Innovation at Wembley, London

CASE
STUDY

Our longstanding relationship with client Quintain at Wembley has reinforced our shared culture of continuous improvement and innovation. In our latest development, the innovation strategy includes measurement of carbon emissions, allowing us to

identify and implement lower carbon solutions through benchmarking. We are also testing and trialing innovative solutions for Off-Site Manufactured MEP risers, considering factors such as transportation, safety, installation methodology, and waste elimination to find the best solution possible.



Integrating BIM and Life Cycle Assessment (LCA)

The average LCA model combines thousands of data points from material specifications, energy consumption and environmental impacts. While the amount of life cycle inventory data is growing, and there are efforts to improve access to LCA data, questions of “best fit” data and the appropriate use of results in supporting decision-making remain.

To capture the necessary LCA data, project teams typically collate information from various sources and consolidate it into a master database. However, this process can be tedious and lead to inaccurate information as data may be stored in different formats and versions across different spreadsheets and documents.

To address this challenge, we have developed an automated process to use rich data within the BIM model to develop the LCA data model. This innovative process was first trialed in our Wembley project where we used the BIM models as the single source of information. This meant all the project teams included the LCA data requirements as metadata within the model and later imported it into the LCA software. The software then automatically recognised the components and structure of the data based on the predefined templates set within the system. The end-user could then use this data model to quickly develop various LCA scenarios and run a comparison to identify the most optimal solution.

By utilising an innovative process, we were able to reduce the time required for data gathering by 80%, while also significantly increasing the accuracy of the data. Through this process, we also discovered that mechanical, electrical and plumbing engineering (MEP) components have a higher impact on embodied carbon throughout a building’s lifecycle than

steel and concrete. This valuable insight has allowed us to apply this learning to other projects, ensuring that our design teams and supply chain find alternative solutions to reduce the embodied carbon of MEP components.

This approach also eased the way to develop a consistent approach across the business for quantifying the environmental impacts of resource consumption, emissions, and waste throughout the building’s lifecycle.

To further our journey in reducing the environmental impact of building construction, we plan to integrate and monitor LCA at various stages of project delivery. This will allow us to provide our clients with valuable insights and recommendations on how to minimise their building’s carbon footprint throughout its lifecycle required for the management of the building or other assets ensures we ultimately support smarter and more intelligent connected assets. These are then able to support digital adoption throughout their life cycle.

Information Management

Having the highest quality data is crucial in achieving an accurate LCA and adopting a data-driven approach to reducing carbon and environmental impacts. With construction projects moving faster than ever, it’s never been more important to have a robust, accessible and well-managed information platform. That’s where our Common Data Environment comes in, which is consistently deployed across all of our projects in full alignment with ISO19650 part 1 and 2 standards. This ensures that the quality of data from start to end of a project is consistent, while minimising the duplication and rework in data processing.



Partnering with technology leaders in the industry

In the past decade, 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.

From the earliest concept phase through to construction, maintenance, and beyond, innovative technologies are now making their mark on the construction industry at every stage of the building or infrastructure asset lifecycle.

To maximise the potential of these opportunities we have partnered with Hexagon, one of the industry leaders in geospatial and reality capture technologies. This has allowed us to test and trial new technologies in collaboration with our supply chain members, enabling us to better understand how we can reduce our environmental footprint, ensure safety, attract and retain talent, and mitigate environmental risks.

As part of this partnership, we are also developing an academy for our young engineers to help them build their digital skillsets and become leaders in driving the use of technology in the future.

We are also investing significantly in the use of other technologies such as drones, virtual reality, augmented reality, and other immersive technologies, all of which are supporting increased efficiencies with reduced rework and improved safety on our projects. Furthermore, the use of these technologies is also creating new opportunities for collaboration with our supply chain and key stakeholders.

To stay ahead of the curve, we continually analyse the market to identify the most promising innovative technologies and match their capability against our biggest challenges. Once identified, our Digital Project Delivery (DPD) teams then test and trial these, developing the business case for their deployment throughout our business. Once approved, a dedicated team of IT Business Analysts, IT Project Managers, and an IT Systems Architect work to deploy these technologies across our business.

Mixed Reality on LLA3



Data driven delivery

Data generated across our systems and projects is increasingly used to develop solutions.

To leverage the full power of this data, we have continued to invest in data analytics. Our dedicated data team draws on expertise from across the business to develop solutions that harness data insights to identify trends, drive efficiencies, and optimise performance. Building on a strong foundation of IT infrastructure, governance and processes, our data is now captured and organised in a data warehouse before being analysed and visualised through automated, streamlined reports and dashboards.

Our approach to data is centred on collaboration between our operational and IT teams. We recognise that effective data management requires alignment and input from all stakeholders, and we strive to foster a culture of openness, accountability, and continuous improvement across the business. To support this culture, we share insights and best practices on key areas such as safety, quality and sustainability through our internal intranet, enabling all staff to understand our data and contribute new ideas and solutions.

To ensure we are at the forefront of innovation, we collaborate with our technology and software partners to bring the latest solutions in artificial intelligence and machine learning to our project teams. Our efforts extend beyond our internal systems as we have also been working closely with our clients to better integrate our data systems. For instance, we developed an application internally that has not only improved the accuracy and efficiency of submitting reports to National Highways but has also generated interest for a broader roll-out across partners.

To tap into the exciting potential of data and nurture a culture of innovation, we established the 'Data Academy', a group of staff from various roles who come together monthly to share ideas and develop collaborative solutions across projects and functions. This reflects an understanding that key ideas and innovations will be brought into the business by a new generation from all backgrounds. We have already seen the benefits, with the development and deployment of industry-leading data and AI tools, including some developed by new graduates to the business.

To further expand our data analytics capabilities, we partnered with Projecting Success, a UK-based data consultancy. This partnership has enabled us to upskill eight of our operational staff with no previous IT background through apprenticeship qualifications in Project Data Analytics. These individuals are now gaining coding and data analysis skills that will transform how we work.

As part of our commitment to the data community, we also regularly sponsor Data "Hackathons" hosted by Projecting Success. These events bring together professionals from different industries, including construction and project delivery, to collaborate and develop open-source solutions for shared challenges.

As we look to the future, we recognise that the significance of data analytics will only increase, and we will continue to nurture and develop the skills and technologies necessary to effectively harness data for the benefit of our projects, clients, and communities.





Phase 1: 3D BIM Design - Design for Manufacturing and Assembly – (DMFA)



Phase 2: Manufacturing - Design for Manufacturing and Assembly – (DMFA)

Offsite manufacturing in Data, Life Science and Technology

CASE
STUDY

We constructed a clinical manufacturing facility in the south of Ireland using modular multi-trade pipe rack assemblies for services distribution.

By manufacturing 36 number modular internal and external piperacks totaling 8,000 meters or 25% of the total 32,000 meters of pipework off-site, we were able to save time and reduce costs while eliminating 20,000 hours of skilled on-site personnel. 72 number skidded equipment modules totalling 2,000m.

This solution was made possible through early contractor and sub-contractor procurement, driving 3D BIM Design optimisation using off-site solutions that were coordinated in advance of construction. Factory testing was also completed off-site, eliminating risk and providing programme certainty.



Phase 3: Assembly - Design for Manufacturing and Assembly – (DMFA)

Our Design for Manufacture and Assembly (DfMA) strategy reduced the need for onsite activity and labour on a Data Centre in Northern Sweden.

Pre-packed 'fit-out kits' were delivered to the site, eliminating waste and the risk of a materials shortage on site – a common cause of delays and rework. We also maximised DfMA through early engagement with the design team

during the preconstruction services agreement. Solutions adopted included prefabricated holding down bolt sets, prefab pad foundation cages, off-site manufactured duct banks, prefab lighting column bases, prefab Medium Voltage (MV) chambers, fibre chambers, Cable Entry Vault (CAV)/Building Entry Vault (BEV) chambers, and a data bar lift shaft structure, off-site sheers studding, protection rails, prefabricated/ pre-installed taerproofing, and pre-installed protection.



Opportunity for lower carbon materials

CASE
STUDY

To minimise the concrete usage, an efficient grid layout and post-tension slabs were implemented in this commercial project. Additionally, an energy-efficient facade that balanced the amount of glazing with solid elements was installed, resulting in enhanced performance compared to typical office projects. To assess the building's whole life carbon emissions and use, Sisk is currently producing a retrospective Life Cycle Carbon Assessment. This assessment will serve as a benchmark for the next development phase and identify opportunities for lower carbon materials.



Smart building solutions

Smart buildings autonomously monitor building performance and user behaviours and can adapt building components to achieve the most optimal energy performance for the comfort of its occupants.

A truly smart building can handle all the devices and systems it houses and leverage the data they gather (even unstructured data) to gain insights on how the building is being used, optimise energy use and ensure end-user comfort. In addition, smart buildings can monitor the health of their assets, predict and diagnose potential issues, and report them quickly.

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

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, user-friendly portal. This is complete with an actionable dashboard that allows portfolios to be actively benchmarked against each other. To address the climate challenge, the need for cognitive building styles will become increasingly important in the years to come.



Industry-wide collaboration on innovation

In 2022, we built partnerships through our involvement in the construction sector subgroups: Build Digital, Mount Lucas, MMC Demonstrator Park, Skillsnet, Sustainability Group in Ireland.

To support this agenda, we have senior-level representation in the Centre Steering Committee for Construct Innovate, Ireland's new one-stop shop for industry research and innovation. Senior Sisk representatives have also joined the newly formed Board of MMC Ireland, influencing supply chain collaboration and acting as an EDI partner promoting equality, diversity and inclusion within the off-site sector. Additionally, in collaboration with the Irish Green Building Council (IGBC), Sisk chairs the Whole Life Carbon Community of Practice to advance the embodied carbon agenda.

We are also engaged with the CIF Industry 4.0 in Ireland, Build UK, Chartered Institution of Highways and Transportation UK and the UK Green Building Council to support the digital transformation and innovation agenda.

Additionally, we are actively engaged in driving innovation across the industry through participating in UK public sector frameworks. Working closely with our clients and partners in SCAPE, Concrete Roads and York Central frameworks, we aim to develop new ways of working that benefit all levels of operations and the wider stakeholders. Together, we have already achieved significant breakthroughs, including the development of an AI-driven reality capture process for road conditions, a streamlined handover process to capture all asset information from the outset, and a new approach to whole building lifecycle management.

We actively work with schools, colleges, universities, youth groups, and charities to unlock opportunities for collaboration and continue our mission of young people and Ireland on how they can have an exciting career driving industry transformation through innovation.

For an example, in December our Weir Mill project welcomed 25 students from Regeneration Brainery onto the project. Regeneration Brainery are a Community Interest Company who work to bring young people closer to employment in the property and construction industry. Together with these partners and the wider stakeholder community, we help the industry create the conditions to accelerate digital transformation, modern methods of construction and sustainable material innovation across the whole value chain.



Sensori the leading brand in FM

In 2022, Sensori achieved ISO 50001 Energy Certification, underpinning the company-wide commitment to environmental responsibility.



Environmental Commitment

Sensori Facilities Management is not just committed to sustainability; they are matching that commitment with determined action. Furthermore, by upgrading their head office building management system (BMS) with advanced multi-sensors, Sensori can now monitor water, utilities, air conditioning (AC), air quality, temperature, humidity, CO2, and PM2/PM10 lighting. This upgrade optimises space usage and adjusts energy consumption based on occupancy rates, all while providing data analytics accessible remotely via an app which, it is anticipated, will lead to further reductions in utilities consumption.

Sensori is also reducing their energy consumption via the installation of a Ticbox portal that provides real-time data across all utilities, including waste generation and energy consumption. This portal provides baseline metrics to support data analysis and target setting for company-wide carbon footprint reduction. Moreover, the team has installed a sustainability focused digital electricity solution at their new training facility, which is IoT (Internet of Things) enabled in the form of a fully integrated web-based dual distribution network using DC hybrid cabling. As an all-digital solution, this ground-breaking innovative solution achieves increased energy efficiency and energy consumption reduction, combining data and power in a single cable system (fibre and copper) utilising VoltServer Digital Electricity. Sensori FM has also installed this system with remarkable success in the National Library, Dublin and Kilkenny Castle.

To reduce their carbon footprint even further, Sensori has expanded their electric vehicle (EV) fleet by 24% and increased head office EV charging points by 50%. They have also established a nationwide Building Management Systems (BMS) team committed to Sustainable Facilities Management (SFM), helping clients calculate their carbon footprint and energy consumption. The BMS team has expertise in design, installation, service, and commissioning and are supporting clients to progress their Environmental, Social, and Governance (ESG) agenda and commitments.

In 2022, Sensori acted on behalf of IPUT, a leading property investment company, and enhanced their BMS systems for their real estate portfolio. This has facilitated benchmarking and data gathering and is supporting IPUT to set energy consumption reduction targets across their portfolio.

With these progressive initiatives, Sensori FM is leading the way in sustainable facilities management and setting an example for others to follow.



FM Team of the Year Award

CASE
STUDY

In 2022, Sensori was honoured with the FM Team of the Year Award at the Facilities Management Awards Ireland for their outstanding work with Dunnes Stores. The judges specifically highlighted the LED upgrade, the installation of EV charging points, and the nationwide store energy audit which led to a significant 25% reduction in energy consumption outside of store opening hours.

“

At Sensori, we recognise the importance of sustainable business practices and their role in shaping a better future for us all. That is why we are fully committed to our ESG agenda and constantly strive to do more. As the market leaders in providing innovative, IoT-supported services and solutions, we will continue to support our clients to meet their sustainability targets, and to drive progress and efficiencies that positively contribute to the wider sustainability agenda. As part of this effort, we're also committed to advancing circular economy practices in the built environment, creating a more resilient future for everyone.”



Mark Cullen
Managing Director



Creating a sustainable future

Supporting Employees

Sensori Facilities Management believes in empowering its employees through upskilling and education and in 2022 supported several employees to achieve new qualifications, while also supporting apprentices to become fully qualified. Sensori also celebrates the achievements of its employees and supported an apprentice in his ambition to participate in the electrical contest at the 2022 WorldSkills Ireland event held at RDS, where he won the preliminary round and was awarded the runner-up in the final.

Also, the company organised mental health awareness training for its team, recognising the importance of supporting the mental well-being of its employees. Sensori also promoted diversity by holding a company-wide event for International Women's Day. The event highlighted the importance of more inclusive and diverse workplaces and the importance of promoting gender equality. Sensori recognises the importance of work-life balance and offered employees and their families a fun Christmas event at their offices, providing presents, food, and entertainment for their employees' children. These efforts highlight the company's commitment to creating a positive and supportive workplace for its employees.

Local Community engagement

In 2022, Sensori FM worked alongside the Sisk team in the refurbishment of St. Ronan's National School in Clondalkin, Dublin. The company's efforts ensured that the students returned to a revamped, colourful, and welcoming learning environment for the new school year. Sensori also supported its client, IPUT, in their fundraising efforts for the homeless with a €17,000 contribution, highlighting the company's commitment to creating a positive impact in the community.

Sustainability Governance at Sensori FM

In 2022, Sensori FM established an ESG steering group, highlighting their dedication to advancing action. This group works to promote environmental, social, and governance considerations across the company's operations, ensuring that they align with industry standards and best practices.

In efforts to further strengthen their environmental and sustainability policies, Sensori updated their policies to reflect their ongoing commitment to sustainability. This ensures that their policies and practices continue to align with the latest industry

trends and best practices.

To support the drive towards greater efficiency and sustainability, Sensori implemented a digital project delivery tool using GeoPal/Field View. This has not only increased efficiencies company-wide but has also contributed to the reduction in paper usage, which is a key component of their efforts to reduce their environmental footprint.

Moreover, Sensori continued to invest in its employees' awareness and understanding of energy usage. As part of the company's "In the Know" - employee toolbox talk series, talks were delivered on 'Energy Usage in Cars' and 'Energy Consumption in the Home.' These talks are part of the company's ongoing commitment to education and awareness raising around environmental and sustainability practices.



Building a new future

Vision Built has experienced remarkable growth since its acquisition by Sisk in 2019.

Specialising in the design, manufacture, pre-assembly, and installation of rapid-build light gauge steel building structures, Vision Built offers fully volumetric 3D building solutions and 2D panelised modular solutions. Enabling designers and contractors to deliver innovative, cost-effective structures faster and with significantly increased project timeline certainty than a traditional build, the Vision Built team draws on over 30 years of expertise in off-site construction and has delivered projects across a range of sectors, including residential, hospitality, commercial and education.

At the heart of the Vision Built purpose is a focus on circular economy principles to eliminate waste and pollution and to keep products and materials circulating at their highest value for as long as possible. This can be seen through their company-wide focus on modularity and reusability with the end-of-useful-life of their building solutions considered as part of the very initial design stage, ensuring the opportunity to extend and repurpose their volumetric modular and panelised solutions.

Using cutting-edge 3D and 2D building solutions, the team are also leading the way in reducing embodied carbon in the built environment, with an estimated 30% reduction in embodied carbon in a modular build to a comparable traditional build. The opportunities to tackle embodied carbon in the built environment is a key focus across the business and Vision Built are charting a path for the Irish and UK market to achieve the opportunities for modular solutions to reinforce an ambitious carbon reduction path for the sector.

With their focus on sustainable practices and innovative solutions, Vision Built is poised to continue revolutionising the off-site construction industry and driving progress toward a more sustainable future.

Vision Built Management Approach

In 2022, Vision Built demonstrated their strong commitment to excellence by recertifying in ISO9001 (Quality Management System), ISO14001 (Environmental Management System) and EN1090 (Structural Steel CE Marking). These standards form the basis of their management systems, allowing

the team to identify and manage risks and opportunities effectively. By achieving these certifications, Vision Built is showing their dedication to maintaining the highest level of quality and environmental standards in their work.

Moving forward, Vision Built aims to integrate sustainability across every aspect of their operations, demonstrating their commitment to environmental responsibility and social impact. By prioritising sustainable practices, Vision Built is working towards a future in which innovation and sustainability go hand in hand.



Local growth, global impact

In 2022, Vision Built relocated its manufacturing operations to Tubbercurry, Co. Sligo, bringing back into use a disused ironmongery manufacturing site. Creating employment and social value in the area, Vision Built are proud to have reinvigorated this site, supporting the resilience of the local community and a circular economy approach to the built environment.

To minimise risk when working at height during the installation of modular roofs, Vision Built developed a unique process that enables roofs to be assembled at ground level before being lifted into place. This process eliminates the need for roofers to work at height, minimising it to the short-term use of Mobile Elevated Work Platforms (MEWP) to secure the roof once in place. By developing innovative solutions like this, Vision Built is committed to ensuring the safety and well-being of their employees.

In 2022, the Vision Built team grew by just under 30%, with a significant proportion of employees living locally. This growth demonstrates their commitment to creating jobs and opportunities within their local community, and they are proud to support the growth of the local economy.

In addition, Vision Built is providing valuable opportunities for graduates and students to gain skills and insights across various areas such as design, manufacturing, pre-assembly, and health and safety.

Modular approach to Didcot upgrade

CASE
STUDY

Vision Built are passionate about delivering innovative, sustainable solutions to complex construction challenges. A perfect example of this is their 2022 project with National Rail at Didcot, a large rail depot located just west of London.

Before Vision Built's involvement, the site's temporary accommodation for workers required improvement and upgrading. To remedy this, Vision Built was tasked with completely replacing all previous structures with a modern 35-module facility that included various amenities such as drying rooms, a canteen, showers, and office buildings.

To ensure the project's success, Vision Built worked closely with the client to design a solution that met their unique needs and the site's specific requirements. The old structures were located close to the rail line, creating a significant restriction on-site and requiring Vision Built to meet very particular client requirements. However, despite the significant challenges, Vision Built successfully completed the project, delivering a fully Nearly Zero-Emission Building (NZEB) compliant building. Vision Built completed the project in just seven weeks in the factory and 12 weeks for installation on site, far less than the estimated 36 weeks required for traditional construction of the same project.

Vision Built's approach to construction was not only more efficient, but it also had a lower impact on the local community. By reducing the number of deliveries to the site and minimising the number of people on-site, the team were able to reduce the project's overall footprint.

The team's exceptional work on this project earned them a new challenge: an office extension project for the Thames Valley Signalling Centre located nearby on the same site. The project again presented a unique set of challenges due to its highly constrained site location, making it impossible to execute using traditional construction methods. Navigating a mere three-inch space between the new structure and the rail fence, the team successfully completed the office extension, and demonstrated their exceptional attention to detail and precise planning, ensuring the highest quality standards were met.

The modular construction approach adopted on the projects provided an innovative solution to the challenges presented at Didcot and alongside at Thames Valley. Vision Built's commitment to stakeholder engagement, sustainability, and innovation enabled them to overcome significant obstacles and deliver high-quality, long-lasting building solutions to meet the client's and the site's specific needs.

"With embodied carbon accounting for an estimated 11% of the total carbon emissions attributable to the construction and built environment sector, there is considerable scope for sustainable and innovative modular building solutions to tackle and reduce this. Together, we can harness the power of MMC, and we look forward to working with industry colleagues in this sector-wide mission to reduce embodied carbon."



Brian Kennedy
Managing Director



Awards

At Sisk, we are always focused on the opportunity to be progressive and are honoured with the recognition our actions have received.

| Award | Category |
|---|--------------------------------------|
| Autodesk University | Innovator of the Year |
| ISPE International Society for Pharmaceutical Engineers | The Social Impact award |
| ISPE International Society for Pharmaceutical Engineers | The Project Execution award |
| Construction News (CN) Award | Community Engagement |
| ICE North West Awards | Medium Project of the Year |
| ICE North West Awards | Team of the Year |
| ICE North West Awards | Diversity award |
| RoSPA (Royal Society for the Prevention of Accidents) | Health and safety standards |
| Irish Construction Excellence (ICE) Awards | The prestigious Project of the Year |
| Irish Construction Excellence (ICE) Awards | Innovation in Construction |
| Irish Construction Excellence (ICE) Awards | Commercial Under €15m |
| Irish Construction Excellence (ICE) Awards | BIM Excellence |
| Irish Construction Excellence (ICE) Awards | Social and Affordable Housing |
| Autodesk AEC Excellence Awards | Innovation Award project of the year |
| Green Awards (IRL) | Green Construction Award |
| Timewise Power List | Power Part Time |
| Chartered Institution of Highways and Transportation (CIHT) Award | Collaboration Award |



CN Awards 2022 - The Robinson, Wembley Park winners in the 'Community Engagement Project of the Year' category.

Professional memberships

Engagement and active participation are key to all organisations committed to scaling progress, innovation, and action.

We recognise the intrinsic value of our memberships and the importance of these fora in advancing sectoral discussion and results on a wide range of topics from economic, to social, to environmental.

Through working together, there are benefits to us all, and herein we reflect the breadth of our membership, depth of engagement and our commitment to best practice, continuous learning, and sustainable development.

[American Chamber of Commerce, Ireland](#)

[Armed Forces Covenant](#)

[Bee Conservation UK](#)

[British Safety Council](#)

[Build UK](#)

[Business in the Community Ireland](#)

[Chambers Ireland](#)

[Chartered Institution of Highways and Transportation UK](#)

[CIF Industry 4.0](#)

[Considerate Constructors Scheme](#)

[Construct Innovate Ireland](#)

[Construction Industry Federation](#)

[Construction IT Alliance & CITA Skillnet](#)

[CP Skillnet – Construction Professional Skillnet](#)

[Engineers Ireland Accredited Employer](#)

[Get it Right Initiative](#)

[I Am Here](#)

[Infrastructure Industry Innovation](#)

[Institute of Directors in Ireland](#)

[Institute of Environmental Management and Assessment](#)

[Irish Business and Employers Confederation](#)

[Irish Centre for Diversity](#)

[Irish Concrete Society](#)

[Irish Green Business Council](#)

[Irish Management Institute](#)

[MMC Ireland](#)

[National Irish Safety Organisation](#)

[SEAI Large Industry Energy Network](#)

[Social Enterprise UK](#)

[Social Value Portal](#)

[Supply Chain Sustainability School](#)

[The 5% Club](#)

[The Royal Society for the Prevention of Accidents](#)

[The Valuable 500](#)

[UK Green Building Council](#)

[World Skills Ireland](#)

Certifications and commitments

Through our professional standards, certifications, and commitments we have further developed and expanded our expertise, systems, and procedural alignment across the organisation.

In doing so, we highlight our commitment to continuously evolving and progressing our operations and the positive impact that we can have. We deliver an expansive range of services, options, and innovations to benefit our clients,

the communities, and the environments in which we work. While also representing our dedication to transparency and action, we clearly signal our ambition and unwavering focus on positive impact for society, environment, and economy.

Certifications



ISO 45001



ISO 14001



ISO 19650



Home Performance
Index



EPD campaign
with IGBC



Race to Net Zero



EV100



UK Contractors Declare
Climate and Biodiversity
Emergency



UKGBC Climate
Commitment Platform



ISO 9001



ISO 50001



Achilles Carbon
Reduce Programme



Ecovadis Bronze



CLC Construct Zero - Zero
Business Champion



EP100



SBTi for a 1.5
degree future



Pallet Loop Charter



CDP Discloser 2022

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GRI 1: Foundation 2021

| GRI Standard | Disclosure | Page Location/Response |
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| General Disclosure | | |
| GRI 2: General Disclosures 2021 - The organization and its reporting | 2-1 Organizational details | 03, 06-12 |
| | 2-2 Entities included in the organization's sustainability reporting | 03 |
| | 2-3 Reporting period, frequency and contact point | 03 |
| | 2-5 External assurance | Although this Report does not contemplate external verification, the information was validated by the Board of Directors and the management areas of the organization. |
| GRI 2: General Disclosures 2021 - Activities and workers | 2-6 Activities, value chain and other business relationships | 08-10, 73-76 |
| | 2-7 Employees | 53 |
| GRI 2: General Disclosures 2021 - Governance | 2-9 Governance structure and composition | 06, 12, 15 |
| | 2-10 Nomination and selection of the highest governance body | 12, 15, 17 |
| | 2-11 Chair of the highest governance body | 02 |
| | 2-12 Role of the highest governance body in overseeing the management of impacts | 02, 15 |
| | 2-13 Delegation of responsibility for managing impacts | 12, 13, 15, 19, 20 |
| | 2-14 Role of the highest governance body in sustainability reporting | The board reviews and approves all the Company's Sustainability Reports. |
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| | 2-16 Communication of critical concerns | 15-20 |
| | 2-17 Collective knowledge of the highest governance body | 12, 13, 15, 19, 20 |
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| | 2-23 Policy commitments | 61 |
| | 2-24 Embedding policy commitments | 61 |
| | 2-25 Processes to remediate negative impacts | 12, 61-63 |
| | 2-26 Mechanisms for seeking advice and raising concerns | 15 |
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| GRI 205: Anti-corruption 2016 | 205-1 Operations assessed for risks related to corruption | 61-63 |
| | 205-2 Communication and training about anti-corruption policies and procedures | 61-62 |
| Anti-competitive behavior | | |
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| GRI 206: Anti-competitive Behavior 2016 | 206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices | During 2022, there was no legal action taken for any breaches of any anti-competitive behaviour, anti-trust, and monopoly practice requirements. |
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| | 305-4 GHG emissions intensity | 25, 26 |
| | 305-5 Reduction of GHG emissions | 22, 24 |

GRI Index

| Waste | | |
|-----------------------------|--|--|
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 35 |
| | | |
| GRI 306: Waste 2020 | 306-1 Waste generation and significant waste-related impacts | 35 , 36 , 38 |
| | 306-2 Management of significant waste-related impacts | 35 , 36 , 38 |
| | 306-3 Waste generated | 37 |
| | 306-4 Waste diverted from disposal | 37 |
| | 306-5 Waste directed to disposal | 37 |

| Employment | | |
|-----------------------------|--|--|
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 53 |
| | | |
| GRI 401: Employment 2016 | 401-1 New employee hires and employee turnover | 53 |
| | 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees | Sisk provides the same benefits to full, part time and fixed term contractors performing in similar roles. |
| | 401-3 Parental leave | |
| | | |
| | | |
| | | |

| | Women | Men | Total |
|--|-------|------|-------|
| Total number of employees that were entitled to parental leave | 329 | 1738 | 2067 |
| Total number of employees that took parental leave | 23 | 50 | 73 |
| Total number of employees that returned to work in the reporting period after parental leave ended | 23 | 48 | 71 |
| Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work | 23 | 48 | 71 |

GRI Index

| Occupational health and safety | | |
|---|---|-----------------------|
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 40 |
| GRI 403: Occupational Health and Safety 2018 | 403-1 Occupational health and safety management system | 40-42 |
| | 403-2 Hazard identification, risk assessment, and incident investigation | 40-42 |
| | 403-3 Occupational health services | 40-42 |
| | 403-4 Worker participation, consultation, and communication on occupational health and safety | 40-42 |
| | 403-5 Worker training on occupational health and safety | 40 |
| | 403-6 Promotion of worker health | 40-42 |
| | 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | 40-42 |
| | 403-8 Workers covered by an occupational health and safety management system | 40-42 |
| | 403-9 Work-related injuries | 40 |
| | 403-10 Work-related ill health | 40 |
| Training and education | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 54 |
| Diversity and equal opportunity | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 57 |
| GRI 405: Diversity and Equal Opportunity 2016 | 405-2 Ratio of basic salary and remuneration of women to men | 57 |
| Local communities | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 46 |
| GRI 413: Local Communities 2016 | 413-1 Operations with local community engagement, impact assessments, and development programs | 46-50 |
| | 413-2 Operations with significant actual and potential negative impacts on local communities | 46-50 |

GRI Index

| | | |
|--------------------------------------|---|---|
| Public policy | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 61 |
| GRI 415: Public Policy 2016 | 415-1 Political contributions | During 2022, there were no contributions made to political parties or representatives. |
| Marketing and labeling | | |
| GRI 417: Marketing and Labeling 2016 | 417-1 Requirements for product and service information and labeling | Our Digital Project Delivery (DPD) Management Procedure identifies our compliance with ISO 19650-1 and ISO 19650-2 standards for Information management (IM) and Building Information Modelling (BIM). Having previously been against the PAS 1192-2 and BS 1192:2007 standards, this procedure and accompanying documentation have been updated to ensure full alignment with the new standards. |
| | 417-2 Incidents of non-compliance concerning product and service information and labeling | During 2022, there were no incidents to report. |
| | 417-3 Incidents of non-compliance concerning marketing communications | During 2022, there were no incidents to report. |

External commentary

External Commentary for Sisk's Sustainability report 2022

John Sisk & Son is an international construction and engineering company operating across Ireland, the UK and Europe. Employing 2067, its turnover in 2022 was €1.7 billion.

Sisk's 2030 Sustainability Roadmap - Building Today, Caring for Tomorrow launched in 2020 – addresses a wide range of ESG topics identified as critical to Sisk's stakeholders and the construction industry.

It is clear from this report that stakeholder engagement is valued by Sisk. They actively engage with local communities, clients, end-users and regulating bodies, and feedback received is woven into project design and the construction schedule. We note that a materiality assessment is being undertaken, in line with double materiality.

Net-zero and nature positive

A number of actions and achievements stood out in this report: Sisk's implementation of ISO 50001 (Energy management) is helping track and reduce their carbon emissions and improve energy efficiency across operations.

Driving improvement programmes, using Hydrotreated Vegetable Oil (HVO) as a substitute for diesel, revisiting temporary electric arrangements, sub-metering site temporary electrics and using telematics on vehicles have eliminated inefficient practices and aided in the identification of reduction opportunities.

Sisk's carbon intensity (Scope 1, 2 and mandatory Scope 3) is now 18% lower than their 2019 baseline and a target is in place to reduce their overall carbon intensity by 25% by 2023. While Sisk has been carbon neutral since 2021, an industry-leading target has been set to become carbon neutral without offsetting by 2030.

In 2022, 97% of Sisk construction and demolition waste was diverted from landfill. Additional focus is illustrated by Sisk's use of EnviroHoard as supplier for their UK hoarding requirements. The panels in this system are used twice, are recycled to make new ones, and the framework and concrete blocks used ten times.

Another example is Sisk's partnership with Community Wood Recycling, a Social Enterprise that collects and reuses waste wood, while providing training and job opportunities to those who face barriers to employment.

Sisk's target on water is to reduce the potable water usage intensity by 50% by 2025 on their 2019 baseline. Activities include water mapping and data gathering; smart water metering and flow restrictors; and communicating successes to project teams and suppliers.

We note the partnership with Bee Conservation that led to the installation of two beehives at Sisk's Head Office in the UK. This was accompanied by an awareness-raising event for employees to learn more about the importance of bees and hives.

In 2022, Sisk planted 247,000 native trees in Ireland and 15,000 trees in Sweden to contribute to efforts to sequester carbon and conserve water. Through another partnership, Sisk is also contributing to the restoration of peat bogs in Ireland the UK.

People, suppliers and communities

Sisk's Health and Safety Management System is certified to ISO 45001. We were interested to read about their maturity improvement plan, 'Step Up to Zero'. In 2022, Sisk launched a new Safety Leadership Programme, 'Safe. Safer. Sisk', comprising three immersive, interactive workshops to reach staff across the company to further embed the culture of safety.

In 2022, Sisk rolled out its biggest ever health screening programme. 1046 employees participated in a comprehensive range of tests to support the early identification of health risks. Sisk is developing procedures to ensure health and well-being is embedded as part of their ISO 45000 Guidance Standard on psychological health at work.

How Sisk is creating positive social impact is well described in this Report. The Case Study on Supplier Upskilling shows how Sisk understands the importance of engaging supply chain partners in their sustainability ambitions.

Other examples of positive impact include donating to charities; hand-crafted children's toys made by Sisk apprentices, providing employment opportunities for vulnerable young men through Way2Work and working with supply chain partners to refurbish a primary school

Continuously improving Sisk's approach to employee learning and development stood out, including the ongoing review of their Performance Development Programme, Management and Leadership Development Programme and Sisk Early Careers. Sisk is taking a leading role in encouraging young women to pursue a career in the construction industry, promoting diverse career opportunities that include STEM-related areas and other parts of the business.

It was interesting to read about the 90-minute virtual session that has been developed on inclusive behaviour and language. "It's Only Banter", has been implemented to help create understanding of the impact of words and behaviour so as to be able to address any inappropriate conduct.

Sisk spends over €1 billion annually with supply chain partners and integrating sustainability into the value chain is core to their activities.

External commentary

External Commentary for Sisk's Sustainability report 2022

In 2022, Sisk launched the 'Tradex' platform to assess supply chain partners.

We welcome the sharing of the Supply Chain Survey results and actions taken to develop stronger relationships with suppliers.

2022 saw the development of the new company strategy that is centred on innovation, with notable examples ranging from soil stabilisation in marine environments to façade installation logistics in urban centres.

One of the key learnings for Sisk has been that mechanical, electrical and plumbing (MEP) components have a higher impact on embodied carbon throughout a building's lifecycle than steel or concrete. Sisk teams are oriented on finding alternative solutions to reduce the embodied carbon of MEP components.

Sisk is also investing in being able to deliver tailored solutions for clients in support of their sustainability goals by providing in-house off-site manufacturing via Vision Built. Sisk's commodity-tracking platforms for concrete, timber and steel protect the business and its clients from unpredictable market fluctuations.

Governance and leadership

The Governance structure in Sisk is notable as the Board of Directors is responsible for setting the sustainability strategy, supported by an External Sustainability Advisory Council. The purpose of the Council is to 'push boundaries, disrupt conventional thinking and take the lead in driving proactive and impactful position on sustainability'. Sisk's commitment to evaluation, review and continuous improvement is

evident for all focus areas throughout this report which has been prepared in accordance with the Global Reporting Initiative and framed within the context of the UN Sustainability Development Goals.

Looking ahead at future reporting, we recommend further visibility of the 2030 net zero and nature positive roadmap for the company, the alignment with TCFD and TNFD and the connection between value creation for clients and sustainable business practices.

We commend Sisk for its industry leading approach to sustainability and its integration across the business. This leadership role will be critical to raise standards across industry, engage small companies and suppliers on the journey to sustainability and ensure that no-one is left behind in this transition.

Tomás Sercovich

CEO

Business in the Community Ireland

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