



**John Sisk & Son**  
Sustainability  
Report 2021



# Welcome from the CEO

I am incredibly proud in my first year as CEO of Sisk to be introducing our first Sustainability Report.

My predecessor, Steve Bowcott was CEO until his retirement at the end of 2021 and I want to thank him for his inspiration and leadership in setting us on this sustainability journey with such focus and determination. This report is a key milestone on that journey and builds on the Roadmap – **Building today, Caring for tomorrow** which sets our ambition to be carbon neutral by 2030.

Operating as a responsible business since 1859, Sisk's activities are underpinned by our core values of Care, Integrity and Excellence. It is with these values in mind I am delighted to share with you our first annual Sustainability Report.

2021 was an incredibly challenging year for society in general, with Covid-19 continuing to impact lives across the globe. It is during such times, that the importance of our value of Care is evident, and this is certainly true when addressing the climate emergency facing our planet today. Sisk is committed to being carbon neutral by 2030. It is at the heart of our business strategy. It will inform everything we do as a business

as we grow 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.

As Ireland's largest construction company, we take our responsibilities very seriously. 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 April 2021 we hosted an online event for all our stakeholder including supply chain partners, consultants, advisors and clients, introduced by the chair of our external advisory council Dr Tara Shine to launch our 2030 Roadmap

In June we achieved carbon neutrality through offset, but we are determined to go further and be carbon neutral without offset by 2030. We were working hard to make that a reality right across the business during 2021.

It is clear when we look at the challenges presented by the climate emergency,

and the need for us to continue to add value in the communities in which we work, to make a real difference we need to work with all our stakeholders and especially our supply chain.

Thanks to everyone involved in getting us to this point, our clients and our supply chain partners and the Sisk teams across the business who are delivering on our ambition. I look forward to reporting further progress next year on the road to Net Zero.

**Paul Brown**  
CEO - John Sisk & Son





# About this report

John Sisk & Son (Holdings Ltd) is committed to being a leader, to being part of the solution for a better, healthier, and more equitable future for all and being at the heart of change.

Following the launch of our 2030 Sustainability Roadmap - Building today, Caring for tomorrow, we continue this central commitment to sustainability, innovation, and investment in our people, performance, communities, and our shared planet.

In our roadmap we set 21 challenging targets and this report will provide an update against these ambitious targets. We will continue to challenge ourselves and are working every day with a sustainability mindset firmly embedded within everything we do. We are resolute in our commitment to serving future generations and proactively create a better tomorrow for all.

In this report we restate our commitment to action and transparency reporting on the period from the 1st of January 2021 to the 31st of December 2021. It is prepared in accordance with the core option of the Global Reporting Initiative (GRI) Standards. GRI is an independent, international organisation and one of the global standard-setter for sustainability impact reporting.

Additionally, and of utmost importance is our engagement with, and contributions to achieving the UN Sustainable Development Goals (SDGs). Offering a powerful and interconnected framework for action, the SDGs are central to our ambition, informing our actions and delivery, and underpinning our focus on the three pillars of sustainable

development - environment, social and economic, in Sisk considered as People, Planet and Performance. Sisk is committed to advancing the SDGs, recognising the power of collective action and our role, and social responsibility, in achieving progress for the goals.

As part of our commitment to sustainability, we established an annual reporting frequency. We committed to publicly reporting and holding ourselves accountable to all our stakeholders. Herein, we deliver the first annual sustainability report, detailing our performance, progress, and impact against our 2030 Sustainability Roadmap.

All our stakeholders are invited to contact the Sustainability Team at [sustainability@sisk.ie](mailto:sustainability@sisk.ie) with any comments, questions, or suggestions regarding this document.



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# 2021 sustainability highlights

Below are our key sustainability highlights from 2021 and also our direct contributions to the UN Sustainable Development Goals (SDGs).



## Tackling Climate Change and Air Pollution

- 15% reduction in absolute Scope 1, 2 and mandatory Scope 3 emissions (1,597 tCO2e)
- 30% reduction in energy consumption
- 2030 Sustainability Roadmap: Achievement of Target 4: “We will achieve carbon neutral status in 2021 by offsetting the emissions from our operations through internationally accredited carbon reduction schemes”

### UN Sustainable Development Goals

- 12** Responsible Consumption and Production
- 13** Climate Action



## Caring for the Environment

- 97.7% Construction & Demolition waste diverted from landfill
- Over 110,000 Native trees have been planted
- Contributing to the successful rewetting of 50 acres of bog in Ireland through a partnership with Green Restoration Ireland and a local farmer

### UN Sustainable Development Goals

- 15** Life on Land



## Embracing Innovation and Digital Technology

- Increased the number of Data Apprentices on ‘Earn & Learn’ positions in Data Analytics from 2 to 6, including supporting one full-time role coming via the UK Government’s ‘Kickstart Scheme’.
- Established a technology driven approach to asset life cycle assessment
- 2030 Sustainability Roadmap: Achievement of Target 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”

### UN Sustainable Development Goals

- 9** Industry, Innovation, and Infrastructure



## Enhancing Communities

- Identified and adopted a revised methodology and platform to measure social value add across Sisk through the Social Value Portal



- Over £570,000 buy social spend in the UK
- Sisk’s Considerate Constructors Scheme 2021 Average: 42.2 / Industry average: 38.2



### UN Sustainable Development Goals

- 11** Sustainable Cities and Communities



## Leading on Responsible Business Practices

- Achieved the Irish Centre for Diversity Investors in Diversity Silver standard, recognising our commitment to diversity as an organisation
- Attained IEMA approved training centre status
- 10 Worker Engagement Surveys carried out in 2021

### UN Sustainable Development Goals

- 5** Gender Equality
- 8** Decent Work and Economic Growth
- 10** Reduced Inequalities



# About Sisk

At Sisk we are proud of our legacy, and excited for our future.

With wide ranging and complex projects across Ireland, the UK and wider Europe, Sisk is an innovative, international construction and engineering company, adept at delivering the highest quality projects.

In the delivery of our projects, we work collaboratively with our clients, supply chain partners, and wider stakeholders to understand the key project drivers, enabling the development of solutions that truly fulfil project needs, while providing the best value for our clients and always making a difference.

Since our beginning, in 1859, our family business has stayed true to founder John Sisk's guiding principles of providing exceptionally high levels of construction expertise and customer service through investing in our people by employing, training, and inspiring our staff to meet their full potential, while always innovating and looking to the future.

We are an ambitious business, and this ambition is firmly focused on being a sustainable and thriving business that is both profitable and continues to uphold our core company values of care, integrity and excellence.



**88**  
Live  
Projects



**8**  
Countries



**1842**  
Employees



“Sustainability at Sisk has evolved over the years to what is now a holistic approach where we implement sustainable business practices in everything we do, underpinned by our values.

Sustainability means managing our company to deliver long-term positive impacts for all our stakeholders effectively serving future generations. We want to ensure that Sisk is tackling the challenges that lie ahead for our industry and wider society and we are at the heart of change.

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

Employing over 1,800 people, we continue to grow and expand the business, and have become the employer of choice for many in our industry.

Through embracing an exciting and innovative culture, we continue to future-proof our strategy, looking beyond our core business to develop new opportunities alongside our trusted clients. Whilst at the same time, we have made targeted investments in businesses that deliver natural synergies to our own, such as in the facilities management market through Sensori FM, and the off-site modular construction market with Vision Built.

Our people, technology, and best-in-class modern methods of construction sit at the heart of our offering and are true enablers for our clients in achieving their own sustainability agendas. Sisk developed its strong reputation through delivering some of the most iconic buildings and infrastructure in Ireland and the UK including The Aviva Stadium, the Luas Cross City tram, the redevelopment of the Royal Academy of Arts in London and projects such as Circle Square

in Manchester and the ongoing creation of a new residential district at Wembley Park.

In 2021 this continued, and we are proud to be associated with great projects from the recently completed Technological University (TU) Dublin East and Central Quad Buildings at the Grangegorman Campus in Dublin, to collaboratively solving the challenges presented by the extensive redevelopment of the Dunkettle Interchange on the outskirts of Cork City.

In the UK these projects have included major improvements to Leeds City Centre, the construction of Birmingham's tallest residential tower, and the regeneration of Wembley Park and major highways improvements at junction 10 of the M6 in Walsall, Sisk is committed to quality, innovation and excellence at every step. In Scandinavia and the Benelux region, we are building data centres and life science facilities. We also work extensively with the

public sector and in 2021 were announced as a partner for SCAPE, one of the UK's leading public sector procurement authorities. SCAPE is one of the leading frameworks shaping the built environment and communities in the UK today. Securing a place on its new £12bn framework, we look forward to working as one driving innovation, best value, and community enrichment.

At every stage, and on every type of project, we are committed to delivering exemplar work, to support and help build the future of infrastructure. All the while, we are acutely aware of the impact construction projects can have on the local environment. As such, we engage with all stakeholders including the local community, clients, end-user groups, regulatory and professional bodies at an early stage. Stakeholder engagement forms an integral part of our project design and construction schedule.



## 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

Over the last 3 years, we have invested heavily in our service offering to our clients ensuring we can offer them solutions that support their sustainability goals.

Specifically, our service offering now includes our own off-site manufacturing business, Vision Built, supplying a range of both 2D panelised and 3D volumetric components for our clients. We have also acquired a facilities management business,

Sensori FM, that provides a combination of facilities management and small project services, with technology providing a key differentiator in our offering as we are able to offer a smart / cognitive building service.



Residential



Built to Rent



Retail



Commercial



Industrial



Leisure



Education



Water & Energy



Data & Tech



Infrastructure (Civils)



Transportation



Healthcare

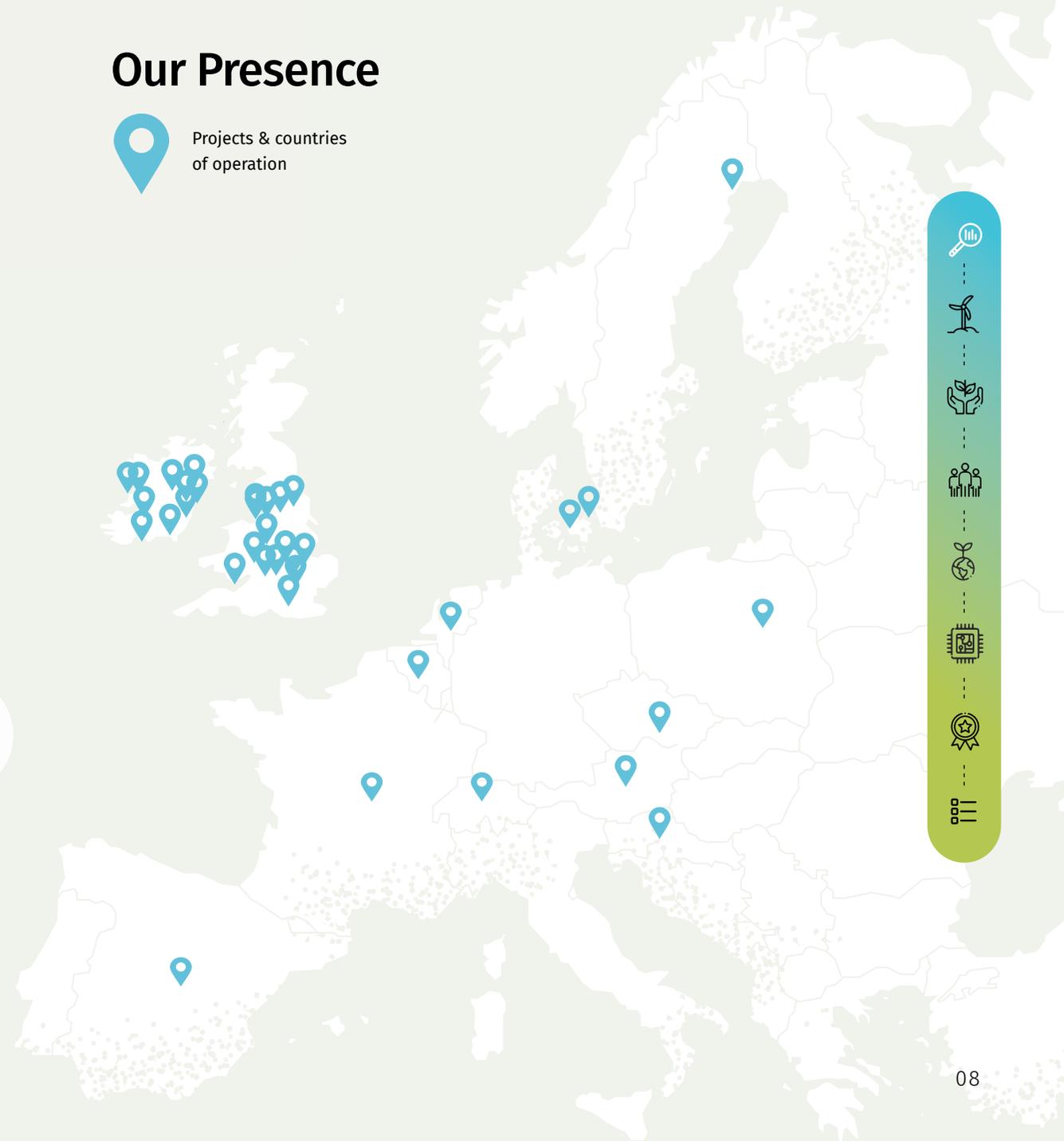


Pharmaceutical & Live Sciences

# Our Presence



Projects & countries of operation



# Our Supply Chain Partners

Sisk recognise and value the contribution that our supply chain partners make to the success of our projects and our business generally.

We understand we won't be able to achieve our aims and ambitions unless we help and support our supply chain partners but also recognise, we can learn a lot from effective relationships too. As such we are committed to supporting our partners in providing secure employment and managing their own environmental impact and listening to ideas and suggestions from these partners. Reflecting our core values of Care, Integrity and Excellence, Sisk believes in truly cultivating relationships with our supply chain partners. As such, we work with and strive to make sure all supply chain partners feel part of the wider Sisk team.

Sisk spends over €1bn annually with its extensive supply chain who provide invaluable technical skills and geography specific knowledge and awareness. While the majority of our supply chain partners have historically hailed from Ireland and the UK, we have been supported by many of these partners as we have diversified the geography of our operations. However, we also understand the importance of developing new relationships in new sectors and locations and we are absolutely committed to establishing new relationship where feasible and practical ensuring our operations bring benefit to the local communities in which we work.

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 where they are likely to work with us. Where appropriate, we adopt industry leading

best practices to assist us in assessing prospective partners such as our adoption of the Common Assessment Standard in the UK in 2021.

We appreciate how important it is for prospective partners to share our values and know and understand our requirements. A number of 'Working with Sisk – A Guide for Our Supply Chain' publications have been prepared to help ensure there is no ambiguity at the outset of any relationship. These publications express our values but also set clear expectations in respect of legal compliance and responsible business practice.

While we believe we make our expectations clear to our supply chain partners our audit and assurance processes verify compliance on a regular basis. Specific action plans are prepared where we identify issues that require attention, and we always seek to provide support to supply chain partners where appropriate.

## Growing our supply chain

 New countries, new suppliers in 2021





# Investing in Supply Chain Intelligence

In 2021, recognising the challenges presented by the turbulence in the international marketplace, Sisk established a research and market intelligence unit in our procurement team.

This innovative and forward-thinking unit provides the latest market data and predictive analytics to help us make informed procurement decisions at the right time and helps us manage risk effectively.

The outputs from the unit inform our conversations with both our supply chain and our clients to enhance our collective preparedness and to anticipate possible supply chain risks.

Beyond the pandemic, it is prudent to take account of the increasingly turbulent geo-political landscape globally, and the possible impacts this may have on the supply chain and materials.

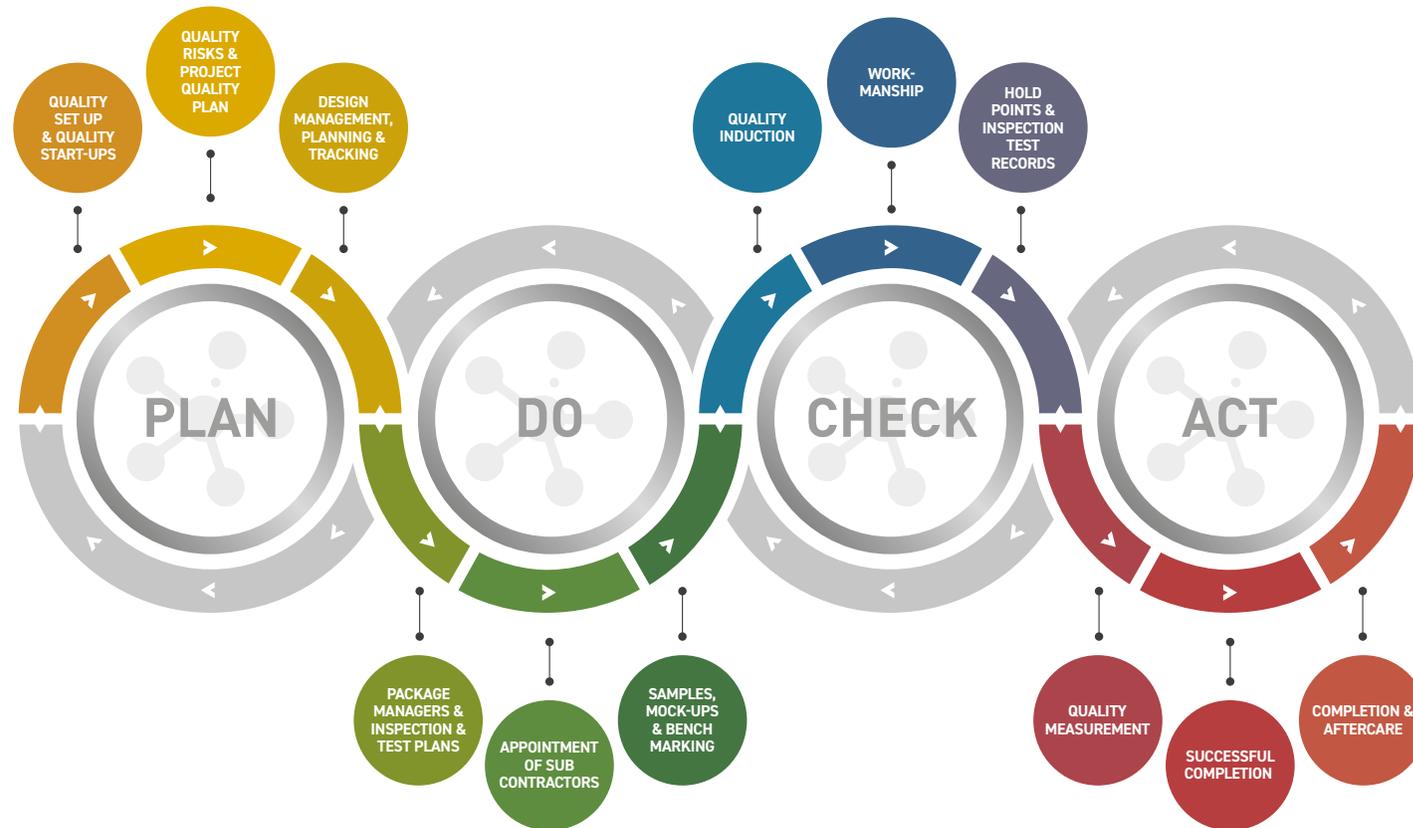


# Our Quality Approach

Our quality approach 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 Quality DNA was created with long term intent, to embrace traditional skills and workmanship alongside digital technology and emerging innovation and best practice to ensure we deliver solutions we can all be proud of. We put quality at the heart of everything and we aim to manage all our 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.





“In Sisk, we believe in doing. Since the development and launch of our 2030 Sustainability Roadmap - **Building Today, Caring for Tomorrow**, we have empowered our ambition and focus on sustainability, bringing our long history of excellence and innovation to ensure our legacy as leaders, and change-makers.”



**Sinead Hickey**  
Head of Sustainability Ireland & Europe



# Sustainability at Sisk

## Our 2030 Sustainability Roadmap

Launched in 2021, Our 2030 Sustainability Roadmap 'Building Today, Caring for Tomorrow' supports us as we continually strengthen our sustainability ethos and the actions we take, enabling us to build a more sustainable and resilient business.

Our approach is rooted in the recognition that active engagement in social progress and environmental protection is integral to the long-term resilience and the sustainability of our business, and the communities that we work within. We value our legacy and are committed to being part of a better today and tomorrow.

### Our Sustainability priorities

Continuously improving the sustainability performance of our business is a key priority for Sisk. Our five key themes guide us and ensure that we are focused on the area's most important to our business and our stakeholders.

-  Tackling Climate Change and Air Pollution
-  Caring for the Environment
-  Enhancing Communities
-  Leading on Responsible Business Practices
-  Embracing Innovation and Digital Technology

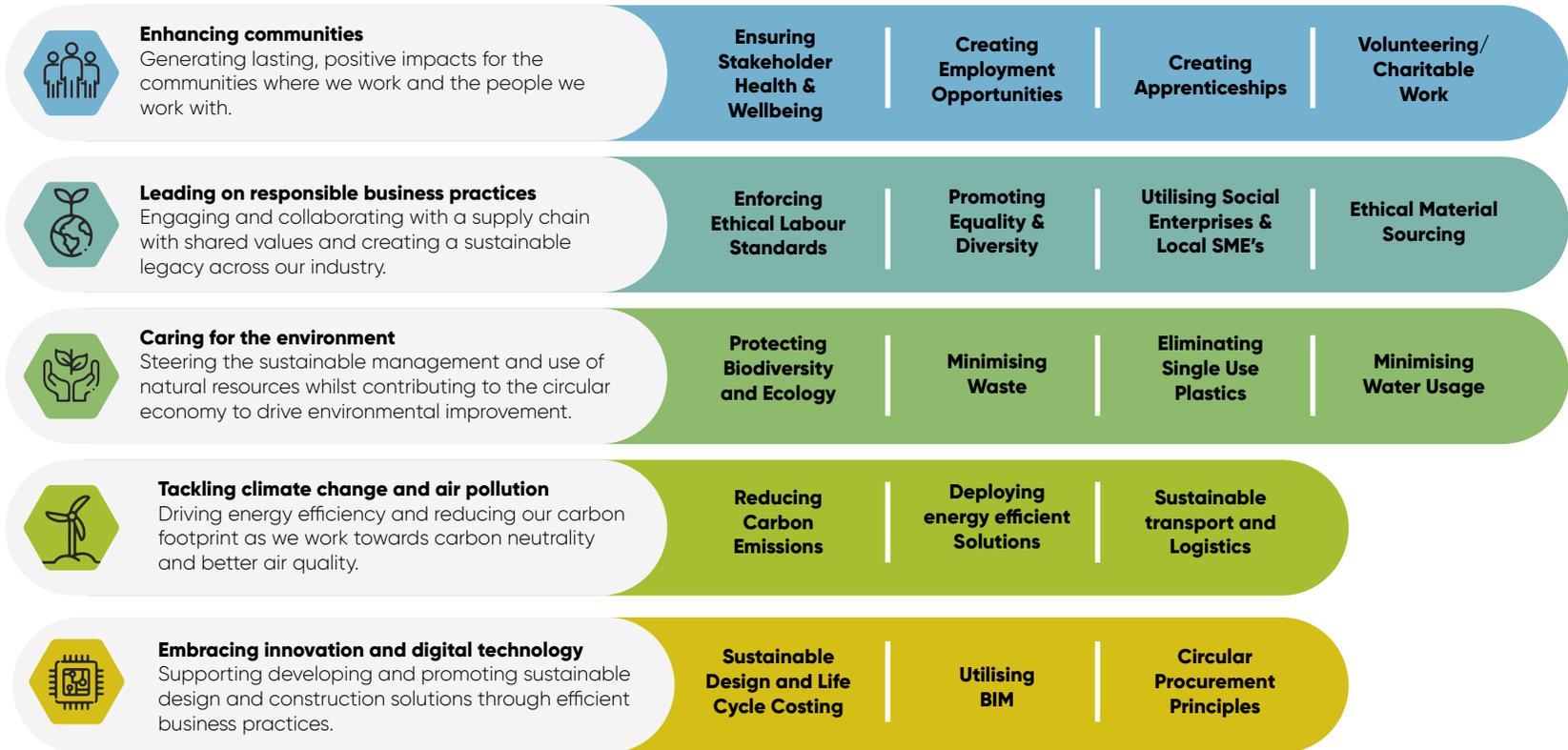


# Sustainability Annual Report – Sustainable Procurement

During 2021 we continued our work to embed the principles from ISO 20400 Sustainable Procurement into our way of working.

With a working group tasked with this objective, a review of what sustainable procurement meant to Sisk was undertaken. This involved reviewing the five strategic sustainability themes, alongside our sustainability policy ambitions to understand the guiding principles which underpin sustainable procurement in Sisk

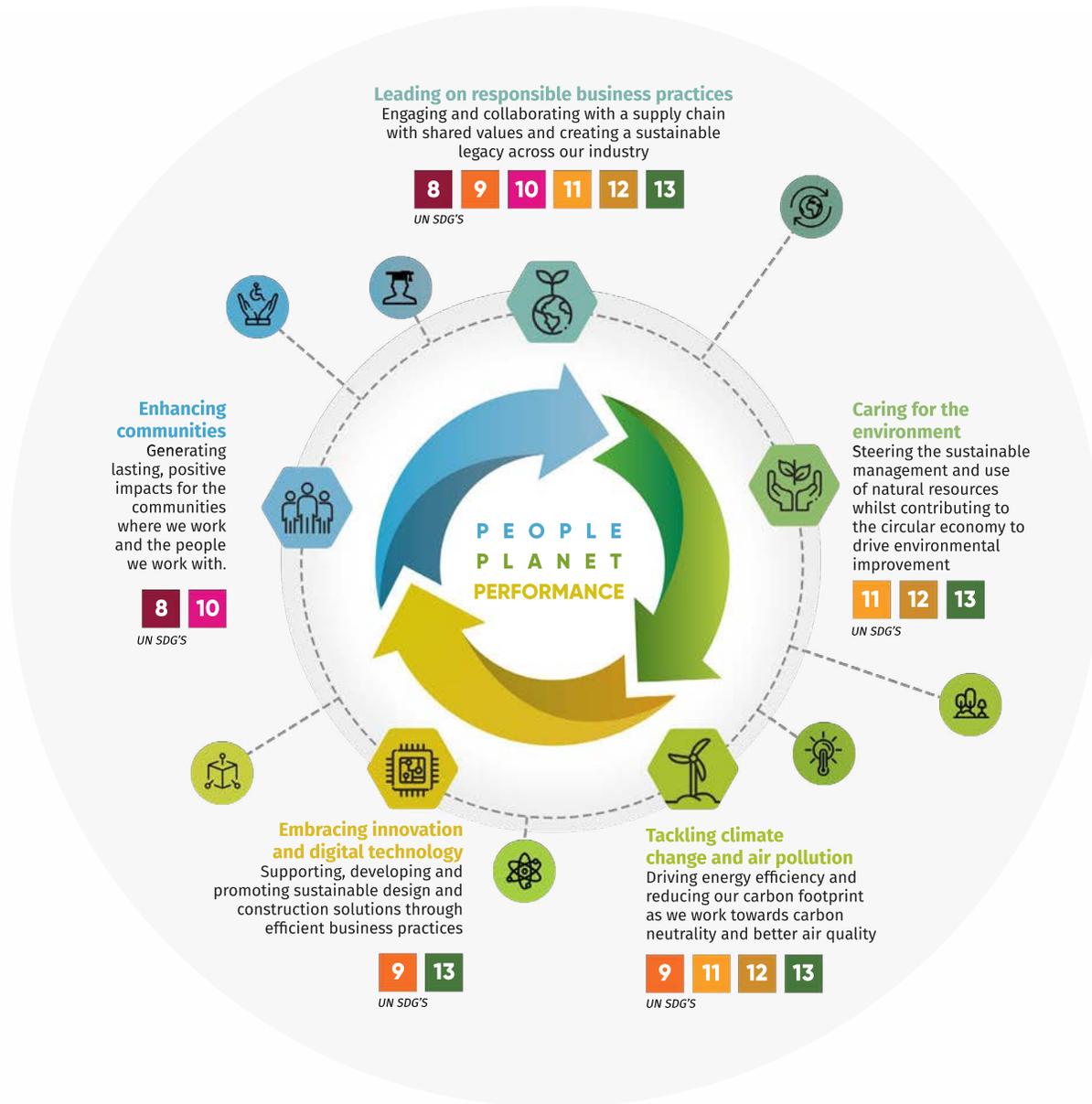
The opposite diagram details this process and highlights the 18 sustainable procurement principles identified.



# Our commitment to the SDGs

Our priorities and what we focus on helps us contribute to delivering the UN Sustainable Development Goals (SDGs), some of our activity is directly relevant and other elements of what we do make a meaningful contribution.

UN Sustainable Development Goals





# Governance and Management of Sustainability

Our commitment to sustainability is embedded right throughout Sisk with our board of directors accountable for setting our sustainability strategy and senior leaders responsible for delivery of specific elements of our plan.

Economic, environmental, and social topics and their impacts, risks, and opportunities are reviewed as part of a monthly meeting of the board. They are also considered in greater detail in the quarterly risk and opportunity review meetings.

Our board are also advised by our External Sustainability Advisory Council. The council is a group of expert advisors and thought leaders in sustainability and construction. Its members have been selected for their potential to challenge conventional thinking and make the case for adopting proactive and impactful positions on sustainability. The Council acts as a sounding board, advising and supporting us as we grow our sustainability ambitions, bringing a highly valued and diverse outside perspective and raising our own expectations on the impact we can have.

Their role includes identifying potential risks and opportunities across society as a whole that will impact the business and its supply chain in the longer-term.

#### The members are:

- Dr. Tara Shine (Chairperson), Director of Change by Degrees
- Pat Barry, CEO Irish Green Business Council
- Marci Bonham, Managing Director Insulated Panels, Kingspan
- Martin Baxter, Director of Policy and External Affairs at IEMA
- Ingrid De Doncker, CEO and Founder of iDDea and Future Planet
- Shaun McCarthy OBE, Chair at Supply Chain Sustainability School
- Juliana Weiss Dalton, Head of ESG and Corporate Affairs, Kennedy Wilson Europe
- Matt Voyce, Executive Director Construction, Quintain

In 2021 we established eight working groups to oversee the operationalisation and integration of our sustainability roadmap. Each member of the board sponsors a working group.

We have identified working group leaders and members from each operational area of the business to contribute, thereby ensuring we have voices from across all the business supporting our sustainability ambitions.

Sisk's multidisciplinary sustainability team supports colleagues across the business helping them to implement our sustainability roadmap, managing our ISO14001 and ISO50001 accredited sustainability and energy management system and upskilling employees. They provide support and advise on wide range of subjects including carbon accounting and reduction, social value, sustainability reporting and communication and stakeholder engagement.





“The engagement we have had to date with our External Sustainability Advisory Council has already provided valuable insights into what is important for our stakeholders and future risks and opportunities to which we may have to respond. This is helping us to ensure our sustainability strategy continues to evolve and be at the forefront of best practice in the construction industry.”



Sarah-Jane Davies  
Head of Sustainability UK



# Our Approach to Stakeholder Engagement

Ongoing and effective communication with our stakeholders is an intrinsic part of how we operate as a business, and of how we successfully manage our approach to sustainability.

Sisk continues to be an active participant, and an active listener, in the dialogue on sustainability in the built environment and construction industry. We recognise the value and importance of open dialogue and engagement, and see it as crucial, helping us to identify, understand and address the issues that are most relevant and important to our stakeholders.

Stakeholder engagement at Sisk is undertaken in many ways, both formally and informally. Below, we outline the primary tools for engaging with our key stakeholders. This list is not exhaustive as we engage with many other stakeholders on an ongoing basis.

## Stakeholder Group

## Key methods of engagement

<b>Employees</b>	<ul style="list-style-type: none"> <li>• Employee Surveys</li> <li>• Sisk iSite Intranet</li> <li>• Meetings, forums and focus groups</li> <li>• Performance Development Program</li> <li>• Yammer® Groups</li> <li>• LifeWorks App</li> <li>• Employee Resource Groups</li> <li>• Regular employee emails</li> </ul>
<b>Clients / Customers</b>	<ul style="list-style-type: none"> <li>• Client meetings</li> <li>• Business Development Managers</li> <li>• John Sisk &amp; Son Website</li> <li>• Social Media (Twitter®, YouTube® and LinkedIn®)</li> <li>• Client Surveys</li> <li>• Construction Industry Federation</li> </ul>
<b>Suppliers &amp; Sub-Contractors</b>	<ul style="list-style-type: none"> <li>• Preferred Supplier Agreements</li> <li>• Strategic Manufacturer Agreements</li> <li>• Formalised B2B Meetings</li> <li>• Supplier Engagement Surveys</li> <li>• Meet the Buyer Events</li> <li>• Industry working groups</li> <li>• Trade Missions (Foreign Supply Chain Engagements)</li> <li>• Sisk's Prequalification Process</li> <li>• Expression of Interest via Sisk Website</li> <li>• Supply Chain Awards</li> <li>• Social Media (Twitter®, YouTube® and LinkedIn®)</li> </ul>
<b>Local Communities</b>	<ul style="list-style-type: none"> <li>• Project / Site tours</li> <li>• Participation in local events</li> <li>• Project website and noticeboards</li> <li>• One-to-one meetings</li> <li>• Considerate Constructors Scheme</li> <li>• Fundraising / Donations</li> <li>• John Sisk &amp; Son Website</li> <li>• Social Media (Twitter®, YouTube® and LinkedIn®)</li> </ul>
<b>Government and Industry Bodies</b>	<ul style="list-style-type: none"> <li>• Industry Associations</li> <li>• Site / Office Visits</li> <li>• Stakeholder Forums</li> <li>• Meetings</li> </ul>
<b>Media</b>	<ul style="list-style-type: none"> <li>• Interviews</li> <li>• Media Briefings</li> <li>• Press Releases</li> <li>• John Sisk &amp; Son Website</li> <li>• Social Media (Twitter®, YouTube® and LinkedIn®)</li> </ul>



# Materiality Assessment

The development of our 2030 Sustainability Roadmap was informed by a materiality analysis of the most important economic, environmental, and social issues for our business.

The development of our 2030 Sustainability Roadmap was informed by a materiality analysis of the most important economic, environmental, and social issues for our business. This analysis was conducted in May 2020, with the output of this work subsequently presented to, and approved by our Board of Directors

The assessment was carried out through a survey. Consulting with internal and external stakeholders, we asked for views on the most important sustainability issues for Sisk.

To assist our stakeholders in selecting and scoring the material issues in the consultation, a list of issues was provided for them to choose from.

Over 550 stakeholders participated in the online consultation, with 366 fully completing all the questions. The material issues that were shown to be of most relevance and significance to the responding stakeholders were:

Recognising the significant value derived from the materiality survey we are currently planning to undertake a further survey in 2023 adopting a double materiality approach.



**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 Report



 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

### 01 Climate Change

**Related themes** 

**Sponsor**   
Paul Brown

**Targets**

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**

- Became a certified carbon neutral business in 2021.
- Mandated the use of HVO across the UK.
- HVO supplier sourced in Ireland and pilot project commenced in Dunkettle.
- Achieved CDP B score in 2021, an increase from CDP B-.
- Developed an energy database to automate the transfer of energy consumption data and streamline performance analysis.

**Next steps**

- Monitor uptake of HVO in the UK and introduce to supply chain.
- Trial and present pilot case results for HVO in Ireland.
- Initiate the Exemplar Project Standard on 4 projects, with this intended to raise the sustainability bar of our projects.
- Research Corporate Power Purchase Agreements as the next step in green electricity procurement.
- Complete gap analysis to achieve CDP A.

**Opportunity to support**

- Develop self awareness and knowledge on the climate and carbon agenda.
- Support the Exemplar Project Standard.
- Support the introduction of HVO in Ireland and the UK.
- Monitor the out of hours power consumption of projects/BU's/Divisions through forthcoming energy reports.
- Monitor Energy Management System progress reports.

### 02 Electric Vehicles

**Related themes** 

**Sponsor**   
Ger Penny

**Targets**

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**

- 11% of total company fleet are now either Electric Vehicles (EV) or Plug-in Hybrid (PHEV).
- Only EV and PHEV company car options in the UK from January 2022, with an expanded selection of EV choices in Ireland.

**Next steps**

- Significant obstacles to overcome in Ireland:
  - 66% of Irish fleet are ICE commercial vehicles
  - Tax treatment of EV vehicles is a challenge
  - All new ICE vehicles introduced into fleet in 2022 will impact our ability to achieve the 2024 target
- Implement plan to encourage employees in the UK to transition from ICE grey fleet to EV company car fleet.
- Continue to expand EV company car options in Ireland.
- Investigate EV/PHEV van options for commercial fleet.
- Agree preferred supplier for the installation of office/ site EV charging points.
- Develop communications to educate employees further on EV options, including publishing case studies, testimonials and company car list on iSite.
- Review options for 'electric' fuel cards.

**Opportunity to support**

- Select an EV option as your next vehicle.
- Provide testimonials for iSite stories if you have an EV, contact Communications Team.

### 03 Caring for the environment

**Related themes** 

**Sponsor**   
Sean Fitzpatrick

**Targets**

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**

- 110,000 Native trees have been planted in Ireland and 1,000 planted in Sweden during 2021.
- Volunteering tree planting activity in Manor Kilbride in May 2021 with 13 employees.
- Established partnership with Green Restoration Ireland (GRI) and carried out volunteering activity in November 2021 to rewet a bog covering 20 hectares in Lackaduff Co. Mayo.
- Potable water use intensity KPI for 2021 is 4.51m3/€100k, which is a currently a reduction of 5% against baseline.
- 18 Project Environmental Champions in Ireland undertook water efficiency training by Irish Water in December 2021. Sisk were the first construction company to collaborate with Irish Water on this training.
- Became approved IEMA Training Centre to deliver Sustainability Awareness Training.

**Next steps**

- Plant 180,000 trees during 2022.
- Finalise 2022 programme of activity for tree planting and peat bog restoration.
- Promote volunteering opportunities for peat bog restoration and tree planting in Ireland and UK for 2022.
- Setup and trial water smart meters through exemplar projects to identify high water usage areas during construction.
- Review further water stewardship training with Group Environment Champions.

**Opportunity to support**

- Volunteer for tree planting and peat bog restoration activities in your locality.
- Submit water saving measures from your projects to the Sustainability team.

### 04 Supply chain, packaging and waste

**Related themes**  

**Sponsor**    
Donal McCarthy & Mark McGreevy

**Targets**

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

**Key achievements**

- Completed baseline review for eliminating Single Use Plastics from our business operations, action plan to achieve target is 28% complete.
- Action plan to successfully embed ISO 20400 has been developed, and 60% completed.

**Next steps**

- Actively work to reduce our construction waste generation as our current construction waste intensity KPI for 2021 is 1.84t/€100k, a current increase of 15% on our baseline.
- Complete Zero Avoidable Waste baseline in early 2022.
- Complete circular economy principles baseline in early 2022.
- Continue working through action plans which have been developed by roadmap working groups.

**Opportunity to support**

- Utilise Waste 6 Programme to target and reduce 6 key waste streams on all projects.
- Do the right thing and use sustainable alternatives: using correct segregated bins, reusable keep cups, don't waste ink/ paper, print double sided etc.



# Progress Report



 Tackling climate change & air pollution

 Caring for the environment

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 Innovation and digital technology

 Achieved

 On Track

 Slightly off track

 Significantly off track

## 05 Health & safety

### Related themes



### Sponsor



Wayne Metcalfe

### Targets

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

### Key achievements

- Developed and implemented a new OHS management system and associated audit protocol.
- Introduced the EcoOnline OHS software solution.
- Incrementally improved leading and lagging indicators.
- Introduced the Sisk Promises and Behavioural Standard.
- Reached **605** *I am Here* tribe members and **175** ambassadors to date.
- Restructured the OHS Management Team.

### Next steps

- Develop an integrated Safety Leadership programme embracing the Sisk Promises and the Behavioural Standard.
- Enhance our OHS Inspection data capture activity to allow us to use this data effectively to improve performance.
- IBEC KeepWell Mark recertification in 2022.

### Opportunity to support

- Become an *I am Here* tribe member and ambassador through the [I am Here Programme](#).
- Live and promote the Sisk Promises in everything you do.
- Engage and support the Health and Wellbeing Calendar of Activity that is offered to all employees.

## 06 Social value

### Related themes



### Sponsor



Steve Bowcott

### Targets

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

### Key achievements

- Identified methodology and platform to measure social value add across Sisk – Social Value Portal.
- Exceeded targeted spend of £500k with Social Enterprises in the UK during 2021, with **£576k** spent with 18 SE's.
- 209** Social Value activities reported on EcoOnline during 2021 throughout Ireland, UK and mainland Europe.
- Established Group Social Value Forum that meets monthly.
- Appointed Social Value Leads in each Business Unit.
- Recruited new Social Value Manager in Ireland & Europe.

### Next steps

- Roll out training and support input for reporting into Social Value Portal.
- Develop Sisk social value strategy to support project focus on engagement activities and update roadmap target.
- Review and develop Sisk volunteering policy.

### Opportunity to support

- Engage with volunteering and social value activities on offer either at corporate level, or on your projects or offices.
- Review how you can engage with Social Enterprises in the supply chain on your project or office.

## 07 Equality, diversity & inclusion

### Related themes



### Sponsor



Maura Toles

### Targets

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

### Key achievements

- Achieved Diversity Silver award from the Irish Centre for Diversity, recognising our commitment to diversity as an organisation.
- Gender Pay Gap Report published.
- Became a signatory of the Valuable500 Club.
- 'It's only banter' workshops rolled out during 2021.
- International Women's Day virtual coffee connections reached 100 colleagues.
- EDI Policy updated and published in April 2021.
- Mentoring Programme commenced for 25 pairs across the business, May 2021.
- Delivered 'Juggling the Invisible Jobs' workshop, Sept 2021.
- Organised Menopause Awareness Programme in partnership with Health and Wellbeing, Oct 2021.
- International Men's Day celebration, Nov 2021.
- Inaugural EDI Award presented at the 2021 Supply Chain Awards.

### Next steps

- Engage on the pathway to close the gap between Silver and Gold.
- Deliver EDI awareness training to members of our supply chain.

### Opportunity to support

- Partake in the equality, diversity and inclusion activities advertised through the EDI Steering Group.
- Join an 'It's only banter' workshop.
- Join the Mentoring programme as a mentor or mentee.

## 08 Innovation & digital technology

### Related themes



### Sponsor



Donal McCarthy & Mark McGreevy

### Targets

- 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

- Became 'BIM Ready' against the ISO 19650 certification in 2021.
- 4** Data Apprentices now in 'earn and learn' positions.
- Procured One Click LCA licence for the Group.

### Next steps

- Develop further targets for this roadmap theme.
- Continue engagement of 4 more Data Apprentices in 2022.

### Opportunity to support

- Trial innovative products/ solutions on your projects.
- Support the implementation of digital tools through engagement with DPD function on your projects.





# Tackling Climate Change and Air Pollution

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

Across all of society, there is an urgent responsibility to act on climate change. Affecting every country, society and economy, the impacts of climate change will only intensify without collective action. Globally the built environment is responsible for a sizable proportion of carbon emissions. We recognise that as a business operating in this industry, Sisk must be at the heart of positive change, and we must be proactive in identifying those opportunities to contribute to national and global emission reduction efforts.

In 2015, Sisk was an early adopter in implementing an ISO 50001 accredited energy management system. In the years since, this management system has proved to be an effective vehicle, helping us to monitor the scope 1 & 2 carbon emissions associated with the energy consumption and efficiency of our operations.

The Sisk energy management system has been critical in identifying opportunities to reduce energy related emissions through enhanced consumption and efficiency monitoring, Sisk has consistently improved its ability to measure the sources of energy consumption and root causes of poor efficiency. Examples of this include the submetering of site temporary electrics to pinpoint and eliminate inefficient practices and the use of telematics on plant vehicles. Improved measurement has been critical in implementing energy efficiency and carbon reduction measures while identifying more challenging reduction opportunities. These more challenging opportunities have become strategic objectives for the business to overcome.





# Carbon Neutral Achievement

In 2021, we became a carbon neutral company.

Through the engagement with internationally accredited carbon reduction schemes, we offset our operational emissions, and supported wind energy generation in India, sustainable cement production in Thailand and the distribution of energy efficient Toyola cookstoves in Ghana. We were delighted with this achievement, which was externally verified through the Achilles ‘Carbon Reduce Programme’. This is the first step, with a target to be carbon neutral without offsetting, by 2030.

Currently, our carbon intensity (Scope 1, 2 and mandatory Scope 3) stands at 15% below our 2019 baseline, setting us on track to meet our 2023 target to reduce our overall carbon intensity by 25%. We expect to meet this target sooner, instead achieving this reduction by 2022, due to the transition by replacing gasoil on sites with hydrogenated vegetable oil (HVO). We expect this change to reduce our absolute emissions by a further 20% in 2022.

## Our transition to Hydrotreated Vegetable Oil (HVO)

The use of diesel on our sites is the biggest source of our Scope 1 & 2 CO2e emissions from our operations. In 2019 one of our UK projects, Northstowe Phase 2 Highways & Infrastructure, first explored the opportunity to use HVO as a replacement for diesel. Following this initial

successful trial, and with the support of our supply chain partner, L Lynch Plant Hire, the project used HVO exclusively in the plant and machinery on site. As this was a large civil engineering project, the CO2e avoided was hugely significant, not only in reducing our emissions but also by demonstrating the usability and effectiveness of this low carbon fuel to the wider business. Since then, we have continued using HVO and have now used over 1.7 million litres of the fuel. All our UK projects have commenced the transition to HVO with 28% of site fuel accounted for by HVO in 2021.

Transitioning the rest of our business to HVO is a significant strategic objective in the wider decarbonisation of our operations.



“Exploring the opportunities to reduce our onsite carbon emissions is a key consideration for the team.

The use of HVO has opened a whole new option, and we’re delighted to be part of this positive change.

Our climate matters, and as a team, being part of this change, innovating and transitioning our work practices, and energy sources is crucial for us to achieve our 2030 Sustainability Roadmap targets to reduce emissions and support climate action.”



Ajaz Shafi  
COO UK & Civils



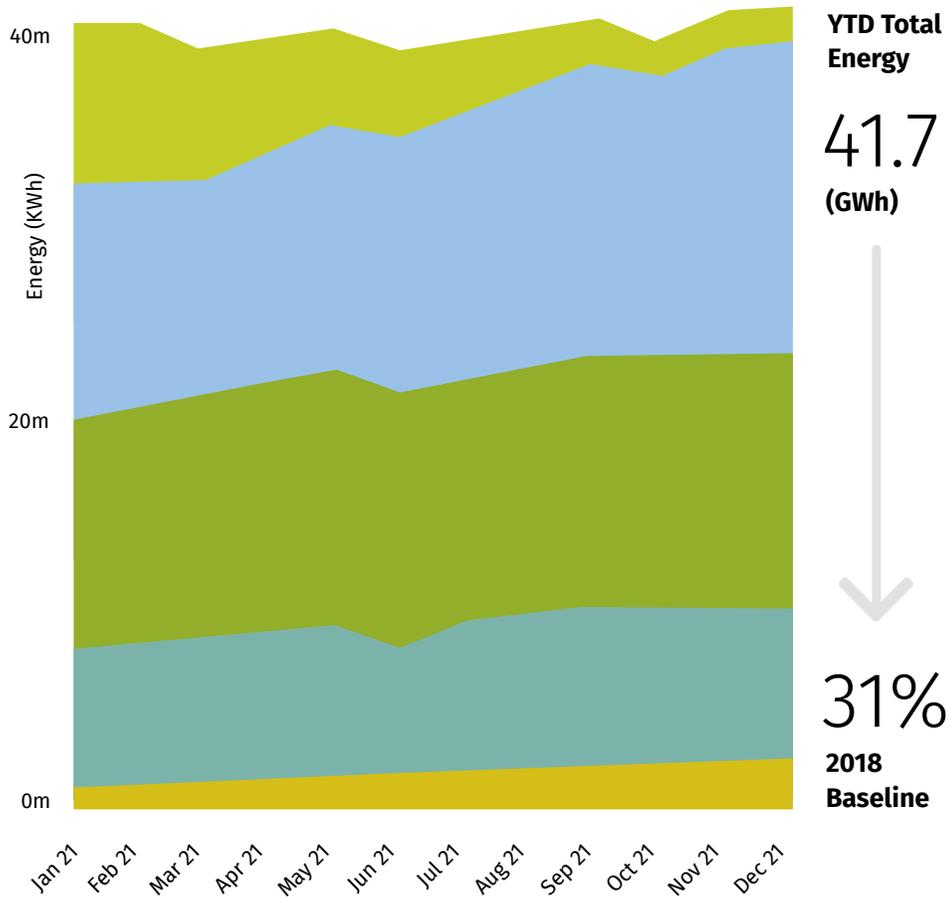


### Energy Efficiency

In 2021, Sisk consumed 41.8 GWh of energy. This was a 30% decrease in our energy intensity against our 2018 baseline. Sources include electricity, gas, HVO, diesel, petrol and gasoil.

### Distribution of energy consumption during 2021

● Gas ● Electricity ● Fleet Fuel ● Site Gasoline ● HVO



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## Electric Vehicles Driving Efficiencies On-Site

In 2021, on the Leeds Public Transport Investment Programme (LPTIP) Corn Exchange Gateway project, the project team explored the use of electric vehicles on-site. With the aim to increase the sustainability of the project and reduce the on-site carbon emissions, the scheme which will deliver improvements to the bus, pedestrian and cycling infrastructure and significantly improve the urban environment, was the ideal opportunity to integrate electric vehicles into the construction site equipment. Working with suppliers Gap Ltd, the team sourced two electric vans and an excavator and installed an electric charging point on-site,

which can, on completion of the project, be removed and installed on the next site.

Reviewing the use of the vehicles on the project, the electric vans have proved an ideal addition, having a 160-mile range on a full charge, making them highly suitable for city use. While the electric excavator, holds opportunities for use on future projects, and has additional benefits in particular environments such as projects that have an indoor element due to the zero tailpipe emissions. All our regional offices now have EV charger infrastructure installed and we are installing them on sites where we have parking facilities.





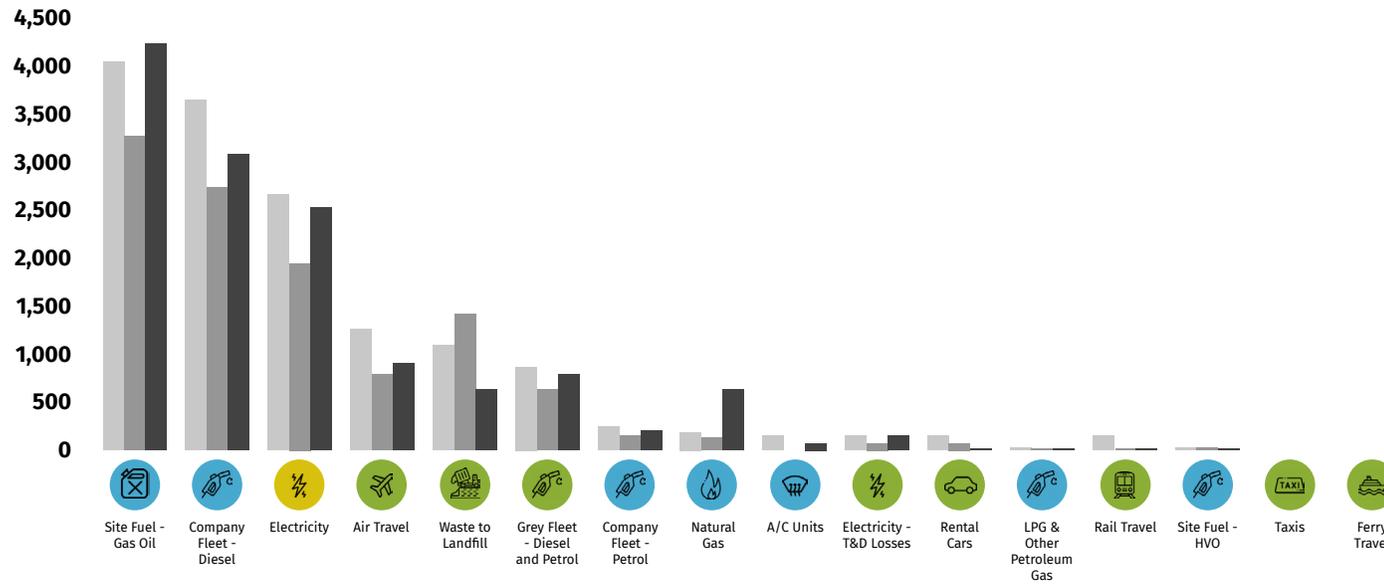
# Emissions

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
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)		
Indirect emissions from imported energy (Scope 2)	2,637.43		
(Mandatory 2,637.43)	1,961.17 (Mandatory 1,961.17)	2,507.45 (Mandatory 2,507.45)	
Indirect emissions from purchased goods and services (Scope 3 Cat 1)	192,825.61	181,307.95	139,758.66
Indirect emissions from capital goods (Scope 3 Cat 2)	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)			
Indirect emissions from upstream transportation and distribution (Scope 3 Cat 4)	8,908.59	13,899.73	10,769.35
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)			
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)			
Indirect emissions from employee commuting (Scope 3 Cat 7)	1,258.00	946.00	349.24
Indirect emissions from upstream leased assets (Scope 3 Cat 8)	0	0	0
Indirect emissions from downstream transportation and distribution (Scope 3 Cat 9)	0	0	0
Indirect emissions from processing of sold products (Scope 3 Cat 10)	0	0	0
Indirect emissions from use of sold products (Scope 3 Cat 11)	0	0	0
Indirect emissions from end-of-life treatment of sold products (Scope 3 Cat 12)	0	0	0
Indirect emissions from downstream leased assets (Scope 3 Cat 13)	0	0	0
Indirect emissions from franchises (Scope 3 Cat 14)	0	0	0
Indirect emissions from investments (Scope 3 Cat 15)	0	0	0
Total gross emissions tCO <sub>2</sub> e	223,926.78	213,339.59	171,630.40
Total mandatory emissions tCO <sub>2</sub> e	14,504.74	11,353.29	12,907.39
Turnover (Euro M Revenue)	1,368.60	1,464.51	1,437.23
Carbon Intensity tCO <sub>2</sub> e/€1M (Achilles mandatory boundary emissions)	10.60	7.75	8.98
Carbon Intensity tCO <sub>2</sub> e/€1M (All emission sources)	163.62	145.67	119.42





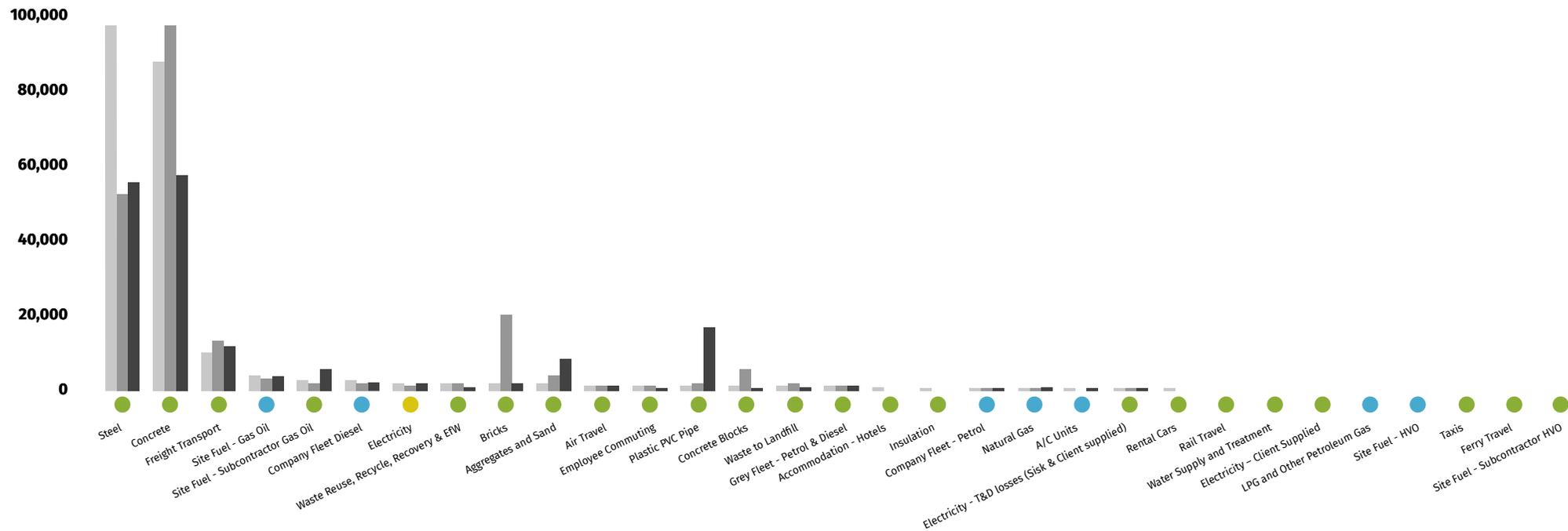
**Total emissions (tCO2e)**

Comparison by source



**Scope**

**Year**





# Carbon Intensity

Our carbon intensity (Achilles mandatory boundary) in 2021 was 15% lower than the 2019 baseline.

This was achieved through a number of energy efficiency initiatives coupled with our transition to HVO and reduction in our waste sent to landfill. Electricity reductions have been achieved through enhanced control of site temporary electrics and improvement in site welfare specifications including LED lighting and intuitive heating controls. We have used plant telematics to efficiently size generators and to monitor and improve key energy performance indicators such as fuel consumption and idling time. In our company vehicle fleet, we have continued to increase to number of electric vehicles. These measures in conjunction with our ISO 50001 accredited energy management system have led to our achievements to date.



“John Sisk and Son Ltd continues with their impressive journey towards a low carbon future. Building on their ISO14064-1 Achilles Reduce Certification, they have this year further expanded to include measuring and managing greenhouse gas emissions in their value chain, otherwise known as Scope 3’s, a key enabler to achieving net zero targets, managing climate change risk and carbon efficiency.”



**Mike Tournier**  
Achilles Carbon Reduce, SME





# Caring for the Environment

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

## Management approach

Our dedication to sustainable operations is embedded in all that we do, forming an integral part of our way of working. Across our operations, we have led from the front in embracing continuous improvement and taking progressive action to support sustainability, with Sisk operations conforming to our ISO 14001 accredited Management System. Providing structure and consistency, this system supports our approach to sustainability and ensures that throughout the organisation we are actioning sustainability priorities across all business activities.

The management system assists Sisk in identifying the environmental and sustainability impacts for each project, and in doing so ensures that the necessary mitigation measures are taken at the earliest stage. The system supports a cautionary approach whereby any negative impact that could be foreseen from a potential incident is minimised and eliminated as much as possible. We are committed to the prevention of pollution at every project stage and are continuously exploring the ways in which we can reduce our carbon footprint and support biodiversity enhancements through targeting biodiversity net gain.

We also recognise the role our supply chain can play in mitigating environmental impacts, and actively encourage and support our supply chain partners to achieve environmental standards and accreditations. Aligned with the principles of our 'Responsible Procurement' policy, we seek to collaborate with suppliers to develop integrated supply chains that respect biodiversity, procuring using only credible and recognised responsible sourcing and certification schemes, where available. The engagement of our supply chain in the achievement of our roadmap targets is key and in specifying our requirements from the outset, we seek to influence, consolidate and grow our collaborative, and solutions-focused relationship with our supply chain partners.





Our management system addresses a range of sustainability material issues that are important for us and our stakeholders.

Our multidisciplinary sustainability team provides advise, expertise and technical specialisation across a range of topics that are critical for project success.

**These include and are not limited to:**

- 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.

Our approach is continually growing and expanding as our strategy evolves, with strategic risk focus areas under review on an ongoing basis.

We recognise that risk is not static, and we are committed to proactive mitigation, preparedness, and innovation. For example, waste management is identified as a significant compliance risk, against legal obligations, for Sisk. Waste management is therefore included as a strategic risk focus area, with significant effort being focused on mitigating this risk, and improving performance.

To support environmental performance and oversight at site level, Sisk has appointed Project Environmental Champions, with each champion responsible for managing and monitoring environmental risks on their respective project. Our champions, amongst others, play an integral role in identifying the opportunities and improvements to support environmental sustainability.



“From the start of a project, it’s really important that environmental impact is a key consideration in the project design and planning. As an Environmental Champion I work with both the sustainability team and the project team including supply chain partners, to identify the risks and actions that we need to work with in order to mitigate any environmental impacts.

This encourages us to plan and to work together, finding solutions that suit the specific site and project. Having a champion onsite, helps the ‘on the ground’ implementation of our sustainability commitments. Giving everyone on the project team an opportunity to directly contribute their ideas leading to the realisation of our environmental goals. With knowledge of both the technical aspects of the project and the environmental impacts we are able to find solutions which are streamlined and balanced and that the project goals and environmental targets aren’t working against each other.”



**Maria Estrada**  
Project Environmental Champion





# Protecting Biodiversity

Thriving biodiversity and healthy ecosystems are integral to the resilience and flourishing of our natural world on which we depend.

Supporting us daily, our natural world and its vast and valuable life-supporting ecosystem services are a crucial ally and our best defence against the worst impacts of climate change. In recent years, countries all around the world have officially declared biodiversity emergencies recognising the scale of change happening, with biodiversity declining faster than any other time in human history from pressures including climate change, air pollution, intensive agriculture, economic activity, native forestry loss, and alien invasive species.

It is incumbent on all of us to act, to support collective action, and be part of the global effort to stop biodiversity loss. Throughout Sisk's operational locations we recognise the role that we can play, and the sizeable opportunity for local and global impact in the enhancement, preservation, and protection of biodiversity. Through the rehabilitation of peatlands, the restoration of native forestry, as well as through project design and delivery, we are progressing our commitments to the environment and will continue to seek out the opportunities, collaborations, and partnerships that will support our ambition to do more and to grow this commitment.

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## Burgess Hill EBLR - Connecting Fragmented Habitats of Hazel Dormice

Habitat fragmentation and isolation has been identified as the leading cause in the declining numbers of Hazel Dormice in the UK. Preferring wooded areas with dense coverage, the dormice have become increasingly vulnerable where habitats have been interrupted by developments such as transport infrastructure. Dormice are particularly reluctant to venture into areas with little to no coverage which would risk their exposure to predators, and so developing safe routes that reconnect habitats plays a pivotal role in ensuring the survival of dormice populations across the UK.

The Animex Bridge was developed by Animex International with the Peoples Trust for Endangered Species as a solution to support arboreal species including Hazel Dormice and Red Squirrel populations to navigate these dangers,

reconnecting populations, and ensuring access to vegetation. Looking at the options to mitigate habitat fragmentation, Sisk identified the benefits of the Animex Bridge, and working with Tony Gee and Partners, developed a structure to support the Animex Bridge to stand-alone.

By adding a structure around it and underneath it, existing and additional infrastructure was no longer needed and so increased the options for its usage on a variety of projects and in a variety of different landscapes where adding additional infrastructure would have brought additional challenges and had potentially negative impacts in and of themselves. The Animex Bridge stand-alone option can now be utilised across roads, rail, or water and has been instrumental in connecting previously disconnected and fragmented habitats.



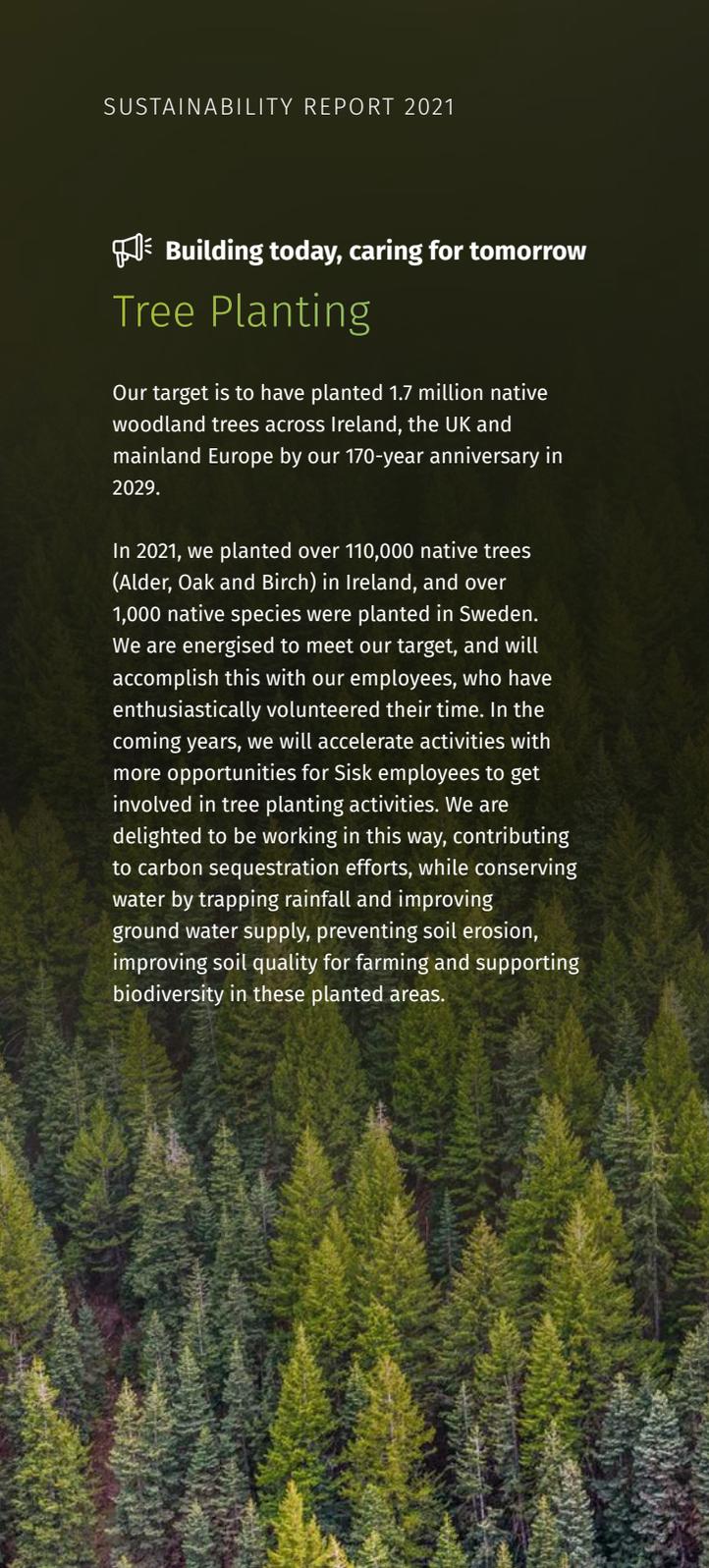


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## Tree Planting

Our target is to have planted 1.7 million native woodland trees across Ireland, the UK and mainland Europe by our 170-year anniversary in 2029.

In 2021, we planted over 110,000 native trees (Alder, Oak and Birch) in Ireland, and over 1,000 native species were planted in Sweden. We are energised to meet our target, and will accomplish this with our employees, who have enthusiastically volunteered their time. In the coming years, we will accelerate activities with more opportunities for Sisk employees to get involved in tree planting activities. We are delighted to be working in this way, contributing to carbon sequestration efforts, while conserving water by trapping rainfall and improving ground water supply, preventing soil erosion, improving soil quality for farming and supporting biodiversity in these planted areas.



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## 20 Hectares of Peat Bog Restored in Co. Mayo

In partnership with Green Restoration Ireland and a local farmer in County Mayo we commenced a bog rewetting project in 2021. The project based at Lackaduff, Doocastle, focused on 20 hectares of bogland.

Ireland is home to 50 percent of the remaining raised bogs in Western Europe. As a direct consequence of this bog rewetting project, 36,000 tonnes of carbon will be permanently locked into the Lackaduff bog, while also preventing the further loss of carbon and avoiding an estimated 20-30 tonnes of carbon dioxide emissions annually. A team of Sisk employees have volunteered in Lackaduff to start the process of re-blocking the drains and by doing so supporting biodiversity to flourish in the bog.

This bog feeds into a tributary of the Owengarve River which forms part of the Moy River. It is calculated that emissions of dissolved organic carbon (DOC) in Lackaduff currently range from 1.4 to 2.14 tonnes per year. This will be reduced by 90 percent as a direct result of the work carried out by Sisk and its partners. Of the 20 hectares of raised bog at Lackaduff, approximately 8.24 hectares is drained through drainage ditches. As such, its estimated that approximately 11 kilometres of drains need to be blocked for the full restoration works to be completed, and to support the best possible results for biodiversity. Ongoing monitoring by Green Restoration Ireland will confirm the long-term ecological success of this work. Another added benefit and one we're very

excited about are the benefits to red-listed bird species. Red listed species have the highest conservation priority, with these species needing urgent action. In Mayo, the bog rewetting project will support the skylark, meadow pipit, snipe, curlew as well as the Irish hare.

Throughout 2022 we will continue to support peat bog restoration across Ireland and the UK, with more opportunities for employees to volunteer and support this important target.



“Our collaboration with Sisk has provided a big boost to the restoration work in Mayo. The enthusiasm of all the volunteers made for two great days out that was enjoyed thoroughly by all despite the hard work involved. Working as a team to rewet 20 hectares of valuable raised bog habitat and help restore the Irish landscape gave a deep and abiding sense of accomplishment”

**Dr. Douglas McMillan - Chairperson Green Restoration Ireland.**





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### Seeds for Bees Campaign 2021

Seeds for Bees is a biodiversity initiative that sees wildflowers distributed throughout Sisk offices and projects. Staff are encouraged to take a packet and plant them in order to stimulate local bee populations, with 2021 the fourth year running the initiative.

This is an important annual initiative for Sisk as we understand how important bees are to the world's eco-system, responsible for fertilising many of our crops worldwide.

During the year, over 1,900 packets of perennial wildflower seeds were distributed across Ireland, the UK and mainland Europe, with over 7,000 distributed to date.

#### Budding artists invited!

We held our first Seeds for Bees packet design competition for the children of our staff to create the image for the front of the seed packet.



## Materials we use

We prioritise the correct handling of materials, recognising the variety of materials that we work with and their intrinsic value.

Through supporting a culture that respects and is aware of the value of the materials we use, we are nurturing those opportunities to extend their life cycle, reuse where possible, and to maximise their overall utility.

As part of our sustainability roadmap, we aim to have successfully embedded circular economy principles into our strategic business planning and operations by 2023.

The circular economy (CE) is based on the principles of designing out waste and pollution, keeping products and materials in use and regenerating natural systems. Through the work that we do in Sisk, as well as emphasis that we put on CE with our supply chain partners, we encourage the:

- utilisation of take back and collection services for excess materials and packaging for reuse, recycling, or recovery, where available.
- adoption of closed loop systems for waste products which could be used as a raw material on either the same construction project, or through other projects/ organisations. This is done in compliance with waste legislation.
- procurement of materials, products and services which have been designed to optimise their circularity.

#### Sisk's Commitment to Environmental Product Declarations

In 2020, Sisk joined the Irish Green Building Council's (IGBC) Environmental Product Declarations (EPDs) commitment. The EPD programme is focused on securing the commitment of businesses in the construction sector to support and

enable Ireland to fully decarbonise. EPDs are a standardised way of providing data about the environmental impacts of a product through the product life cycle.

Our commitment sees us asking for EPD's at the sourcing stage and preferring products with EPD's where appropriate. By committing to this initiative, we will help influence the demand for better environmental data from manufacturers. This is also an important step to encourage the wider construction industry to ask for EPD's and prefer products with EPD's as we can influence our suppliers in their purchasing decisions.

***In 2021, a project in Sweden, aiming for the Leadership in Energy and Environmental Design (LEED) Gold standard way surpassed the minimum requirements for the MR credit 2: Building Product Disclosure and Optimisation – Environmental Product Declarations requirements. By the end of 2021 they had obtained 78 EPD's from 42 suppliers for permanent works materials, going well beyond the minimum requirement of 20 EPD's from 5 suppliers.***





## Total waste management service

Recycling Lives is a social enterprise in the UK delivering total waste management services nationally. Using a network of local suppliers it accepts all waste types, providing skips, bins, caged wagons, sweeper hire, tipper wagons, and hazardous waste services.

Procuring the services of Recycling Lives assures us of a reliable service, with competitive prices as well as the opportunity to support the delivery of the life-changing social programmes to which Recycling Lives is dedicated to. As well as its recycling and waste management operations, Recycling Lives has its own charity which supports ex-offenders, the homeless and community groups.

**Working with Recycling Lives we contributed to the following in 2021**

**£829,575**

Total Social, Economic & Environmental Impact

**2,222**

Tonnes of waste removed

**97.6%**

Average diversion from landfill

**2**

Meals delivered

**£828,572 total social, economic & environmental impact is broken down as follows:**



- Environmental Impact **£257,295**
- Economic Impact **£547,468**
- Social Return on Investment (SROI) **£23,809**



“We are delighted to be working with Recycling Lives as a strategic partner for waste management services. Their value proposition goes way beyond competitive pricing and reliable service levels as both organisations share the same aspiration to generate genuine social value amongst the communities in which they work.

Our relationship with Recycling Lives will support our business in achieving our strategic objectives in this regard.”



**Craig Murphy -  
Supply Chain Director - UK**





# Water & Effluents Management Procedure

Water is a hugely valuable and finite resource.

Using it responsibly, avoiding its wasteful use, ensuring the preservation of water sources, and the proper treatment of any water outflows from operations, is of the utmost importance to us. Since 2013, we have been measuring our water usage across all operations. Through measuring, we have been able to monitor the quantity of usage and the intensity of this usage. With our roadmap target to reduce by 50% the potable water usage intensity by 2025 against our 2019 baseline, we have put in place formal processes and taken actions to ensure the careful and considerate use of water resources.

To support an organisation-wide and employee empowered approach to water conservation, we have:

- engaged in training and education programmes to support responsible use,
- gathered data at source and deployed solutions on site for example using water metering and the deployment of water flow restrictors,
- communicated successes to our teams, and supply chain while also highlighting those opportunities for improvement, and the need to work collectively,
- explored a variety 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, and that these are implemented on site,
- required that monitoring of water sources is carried out and,
- reported any pollution-related incidents

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## Reducing Water Usage Through Rainwater Harvesting

In 2020 Sisk was awarded the contract to carry out the £78 million upgrade of Junction 10 of the M6, on the outskirts of Birmingham, UK, by Highways England (now National Highways). In designing the project, the project team challenged themselves to expand the opportunities for onsite sustainability and resource conversation, exploring the opportunities to reduce water usage in particular.

To do this, the team developed a design for the site office which incorporated an above ground rainwater harvesting tank. The tank collected

water from the 620m<sup>2</sup> project office's roof. Supporting Sisk's overall potable water usage reduction target, the system was also fitted with a filter to capture small particulate, allowing this rainwater to be directly reused in the toilet cisterns, boot wash equipment and on site.

The system with a capacity of 11,200 litres, was directly responsible for reducing mains water consumption by approximately 7,000 litres per month.





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## Sisk Employees Are First to Engage in Water Stewardship Programme

In December 2021, 18 of Sisk’s project Environment Champions in Ireland took part in Irish Water’s ‘Certified Water Steward’ Programme, run in partnership with Central Solutions and the Lean & Green Skillnet. Sisk was first from the construction sector to collaborate with Irish Water on this training, seeing it as an excellent opportunity to increase organisational knowledge and awareness around the opportunities to conserve water, and to be part of the nationwide effort to support better water management. The training, which supports business customers in lowering their water consumption and reduce operating costs while also protecting the environment, was a valuable opportunity for our champions to plan and develop those opportunities to enhance our water use efficiency.

Focusing on four key modules (Introduction to Water Stewardship; Water Mapping of your Business; Water Conservation & Quick Wins at your site, and Developing a Strategy & Action Plan), the water stewardship training has been instrumental in developing

options for water conservation across our office and project sites. To achieve the certification, our Environment Champions who undertook the course developed water strategies and action charters for their sites, which was presented to Project Leads and subsequently approved for implementation on site.

The benefits from the training, and action plan implementation, will not be seen until 2022. However, the champions were able to review the water usage in detail for 2021, enabling the identification of those projects which had the highest water usage and which could benefit the most from priority actions to support water conservation. Actions implemented range from the adoption of water meters on site, to education and awareness raising of the water consumption hierarchy – prevent, conserve, reuse or recycle, to the addition of water saving devices and systems, to leak repair and prevention, to name a few. These and a range of other actions are now a formal part of our processes and site guidance on water usage.



### Water usage figures

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



“The learnings from the Water Stewardship Programme have given our sites a structured approach to water conservation, by identifying, analysing, and developing solutions to reduce its use to hit our roadmap target.”



**Alan Cawley**  
Senior Sustainability Manager – Ireland & Europe



# Waste Management Reduce, Reuse and Recycle

Supporting our zero philosophy,  
zero avoidable waste is our goal.

starting with the reduction of waste as far as practicable, then to the beneficial usage of any surplus materials elsewhere considering circular economy principles. We are reframing waste to a raw material resource and ensuring this is retained and utilised at its highest value whilst incorporating circularity into our operations.

Through forecasting, measuring, benchmarking and challenging waste generation, we have collected extensive data to support our efforts and to increase efficiencies around waste stream management.

In 2021, we diverted 97.7% (69,887.4 tonnes) of Construction and Demolition waste and 99.8% (495,656.9 tonnes) of excavation waste from landfill. We are committed to circular economy principles and seek out those opportunities to ensure that materials remain at their highest value for as long as possible, with an identified pathway back into reuse or remanufacture to circumvent disposal.

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## Waste 6 Programme

Our Waste 6 programme focuses on 6 specific waste streams and is an integral part of strategy to deliver our roadmap goal of zero avoidable waste. The programme contains specific 'golden rules' which when followed help to ensure waste is ideally eliminated from the outset in the planning stages of an activity and materials are well managed in the execution stages.





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## Single Use Plastics

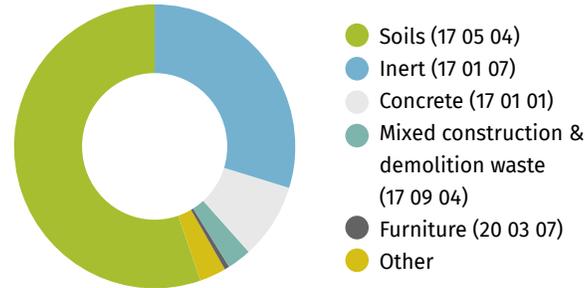
We aim to have eliminated single use plastics (SUPs) from all operations by 2023, with a specific focus on the packaging delivered with materials purchased. We have undertaken a baseline assessment to understand how we can actively address the elimination of SUP's – and have a cross functional working group committed to achieving this and supporting how we implement the elimination of SUP right across the business.

## SMARTWASTE

delivered by bre

In accordance with our sustainability management system requirements, each project generates a site waste management plan using our Smartwaste software which forecasts the quantities and what waste streams will be produced throughout the works in advance of starting on site. This enables the project team to plan actions to eliminate, reduce, reuse and recycle as much waste as practicable on the project. During construction, waste is monitored and measured through direct input into our SmartWaste software. This enables accurate reporting of the waste quantities and streams produced, as well as the identification of the overall quantities which have been recycled and diverted from landfill.

### 2021 Top 5 Waste Streams (Tonnage)

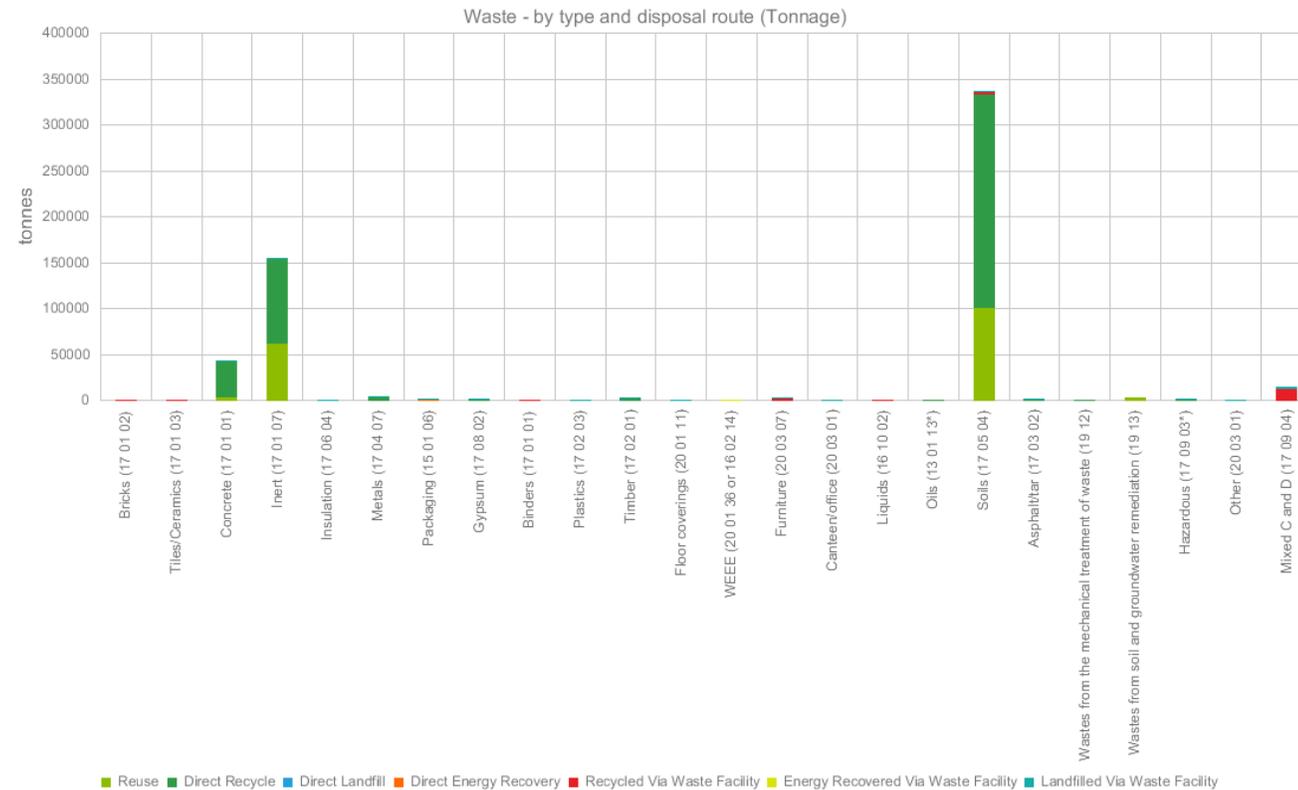


### Total % of construction and demolition waste diverted from landfill

2019	2020	2021
98.4%	97.3%	97.7%

### Construction waste intensity

2019	2020	2021
1.35t/€100k	1.66t/€100k	1.76t/€100k





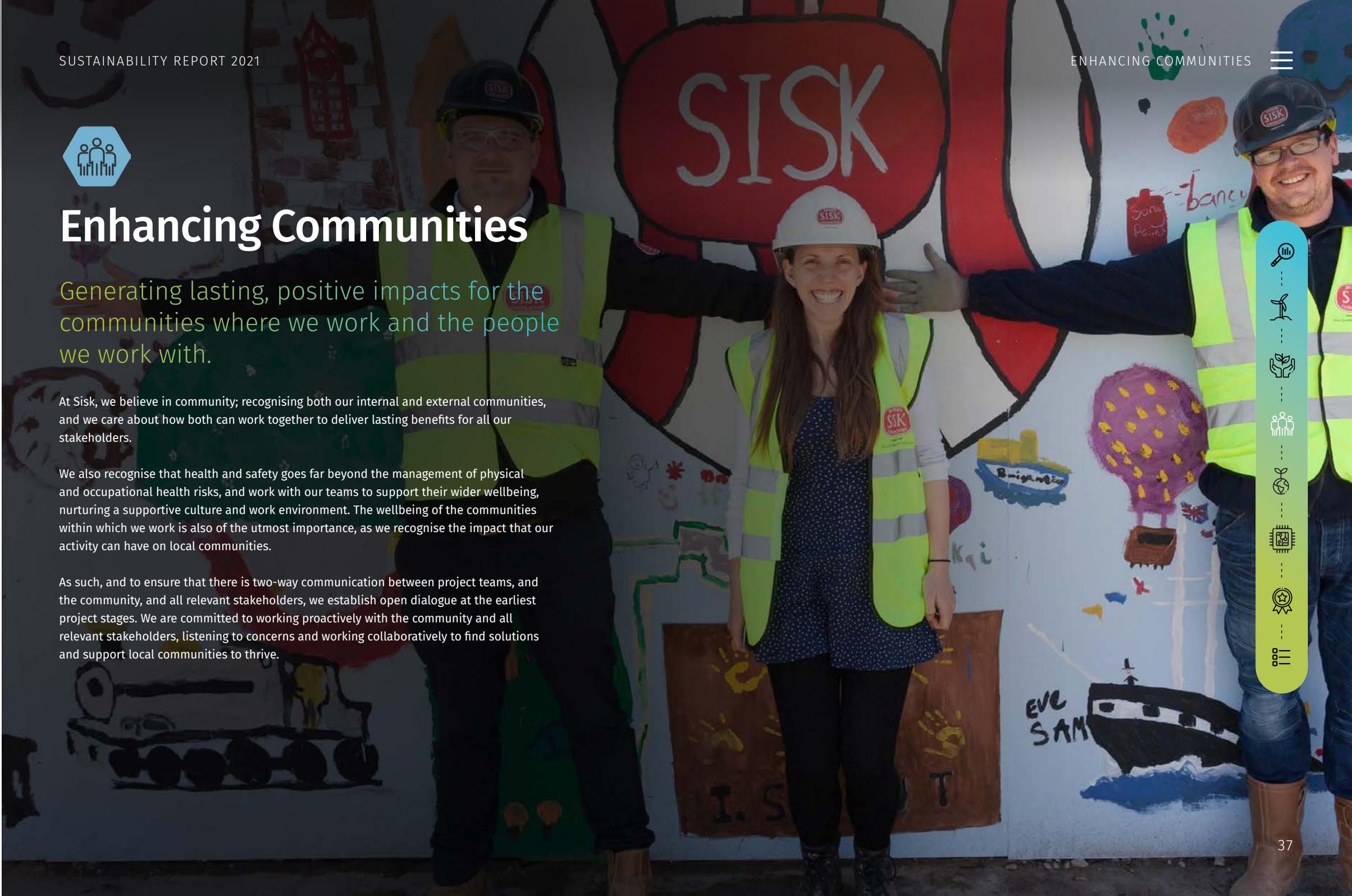
# Enhancing Communities

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

At Sisk, we believe in community; recognising both our internal and external communities, and we care about how both can work together to deliver lasting benefits for all our stakeholders.

We also recognise that health and safety goes far beyond the management of physical and occupational health risks, and work with our teams to support their wider wellbeing, nurturing a supportive culture and work environment. The wellbeing of the communities within which we work is also of the utmost importance, as we recognise the impact that our activity can have on local communities.

As such, and to ensure that there is two-way communication between project teams, and the community, and all relevant stakeholders, we establish open dialogue at the earliest project stages. We are committed to working proactively with the community and all relevant stakeholders, listening to concerns and working collaboratively to find solutions and support local communities to thrive.





# Safety

The Sisk values include ‘Care’, this is defined as ‘We take care of ourselves, the people we work with, the environment and the community in which we work’.

This means we put occupational health and safety at the heart of everything we do. We believe that all accidents can be prevented, and occupational health can be protected. It is simply unacceptable for anyone to be injured or to have their health adversely affected when working with us. We aim to manage all our working environments to achieve Zero Incidents and Zero Injuries.

This philosophy informs everything we do and what we expect of those with whom we work. It is supported by our vision and values and delivered through our arrangements for managing occupational health and safety and our strategy plans.



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

Our people are our most valuable asset and the provision of a safe and healthy working environment is integral to successful business performance. We assess the competence of our employees to execute

the activities which they are expected to undertake. We are committed to providing them with the training, resources and support they need to effectively deliver our vision.

We operate and maintain an Occupational Health and Safety Management System (OHS Management System) certified to ISO 45001:2018. We regularly review this system and are fully committed, as a learning organisation, to its continual improvement. We recognise our statutory obligations and effective implementation of our OHS Management System delivers compliance with these and other obligations in all the areas and sectors in which we operate. Occupational Health and Safety objectives are included in our central and business unit strategy plans and performance against these objectives is reviewed on a monthly basis.

We use a hierarchy of control approach, always seeking to eliminate the hazard wherever reasonably possible and thereafter to reduce risk to as low a level as reasonably practicable. We are fully committed to engagement and consultation with our workforce and their representatives and proactively involve them through implementation of the OHS Management System.

**17.97mil**

Hours worked  
2021

**0.52<sup>1</sup>**

Lost time  
accident  
frequency  
rate

**2.78<sup>2</sup>**

All accident  
frequency  
rate

<sup>1</sup> Per 200,000 hours worked

<sup>2</sup> per 200,000 hours worked





In 2021, despite the continued challenges presented by the Covid-19 pandemic, we continued to deliver performance improvement initiatives and programmes across all the segments of our maturity improvement plan, Step up to Zero, launched in 2018. These being:

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

The activity in each of the segments is summarised below:

**Leadership:**

Our activity in the leadership segment has included the development of an OHS leadership development programme to provide all our leaders with the knowledge, skills and confidence to act as torch bearers for our approach to safety. We have also established our ‘My Team, My Responsibility’ safety leadership programme for our project leaders, which takes our behavioural standard to our teams through a series of interactive exercises.

**Fair & Just Culture:**

Recognising the absolute need to understand why people do what they do and how many factors can influence the decisions they make and the behaviour they exhibit we have worked with the international respected Chartered Psychologists, the Keil Centre to develop a ‘Fair and Just’ model for Sisk with an associated toolkit to assist optimal decision making when navigating challenging

situations. To help our supply chain navigate the same challenges we make this toolkit available to them should they wish to use it.

**Communication & Engagement:**

We recognise that effective communication and engagement is essential in any mature organisation. Therefore, it is included as a specific segment in our ‘Step up to Zero’ programme. To facilitate and support this, we have a wide variety of forums where contributors are called upon to support the occupational health and safety agenda. Some forums are formal, others are less formal.

In 2021 our use of digital technologies to help us continually improve how we communicate continued and we introduced 4D digital rehearsals to our projects identifying hazards and reducing risk in a safe preconstruction environment.

As with all organisations, periods of change can present opportunities and challenges. As Sisk, we recognise change implementation as an opportunity to engage perspectives and ideas, and always ensure that we consult with a broad cross-section of employees, for example, when developing the behavioural standard, over 120 employees were consulted at 10 separate events.



“The biggest advantage of 4D Planning and Digital Rehearsal is it gives the project team the ability to digitally rehearse the sequence of works as many times as they want, prior to going to site. This allows any mistakes to be made digitally, ensuring that the sequence of works is well rehearsed, validated and all risks are mitigated. This process can be rolled out onto a project, with the team being able to dynamically review the look ahead of works digitally, continually mitigating any potential risks which may arise from resequencing or delays; giving the team the peace of mind they know exactly what is coming up, and have visualized it as a team.”



**Josh Hanson**  
Head of 4D Planning





**Competence:**

In Sisk we are committed to providing our people with the right knowledge, skills, and experience to enable everyone to deliver to their very best ability, and to reach their full potential. Our work in the competence segment has looked at our core competencies including our training requirements and has been instrumental in the revising and rebuilding of our training matrix which is now included in our OHS management system. We will continue to evolve our competence framework for OHS and seek to use the most appropriate training mediums for our people as technology continues to develop and present us with new and innovative learning solutions.

250 participated on our OHS Policy and Management System Training during 2021.

In 2021 we were especially proud to become an Approved Training Organisation (ATO) for the CITB Site Safety Plus (SSP) courses and we are able to deliver the Site Management Safety Training Scheme and Site Supervisors Safety Training Schemes courses in the UK.



“What’s great about the model is that we can, as a team, plan and analyse different scenarios, and it would give us the peace of mind and the comfort that we are planning and any potential problem wont impact on the logistics and how we are going to deliver. Further, it would help us demonstrate what we are doing to clients, local authorities, and different stakeholders in a more precise way”



**Carl Brierley**  
Project Director



# Our Safety Promises

The Sisk 'Safety Promises' provide a focus on key behaviours that we consider to be of utmost importance when considering occupational health and safety.

The 'Safety Promises' inform everything that we do, setting clear expectations for the behaviours we expect of our people and from our supply chain partners. They are communicated visually in our offices and on our projects. Our leaders also engage directly with our teams and supply chain using the 'Safety Promises' to prompt constructive discussion.



 Excellence in Construction

**ROSPA** Awards

In 2021, John Sisk & Son and Sisk Rail were awarded two 'Royal Society for Prevention of Accidents (RoSPA) Health & Safety Awards'. These awards are recognition for demonstrating high health and safety standards. Organisations receiving a RoSPA Award are recognised as being world-leaders in health and safety practice. Every year, nearly 2,000 entrants aim to achieve this highest possible accolade in the UK's longest-running H&S industry awards.

[www.johnsiskandson.com/news/sisk-receives-two-rospa-awards-for-health-safety-achievements](http://www.johnsiskandson.com/news/sisk-receives-two-rospa-awards-for-health-safety-achievements)



# Health and Wellbeing

Our health and wellbeing approach is also provided for through our OHS Management system.

We are currently developing procedures to ensure health and wellbeing is embedded as part of ISO 45003.

Sisk's approach to health promotion and wellbeing is through the lens of four intertwined pillars of wellbeing – Financial, Physical, Social, Emotional. Some examples of our 2021 programmes include 1:1 financial coaching clinics, team-based exercise challenges, and smoking cessation programmes. These health promotion programmes are designed to effect positive change for our people in terms of healthier habits and behaviours.

From 2021 we implemented an occupational health and wellbeing strategy that is underpinned by the three pillars detailed below:

## Health Promotion

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

## Health Protection

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

## Health Management

Health management looks at the support available, both organisationally and individually, to rehabilitate an employee who has experienced an illness or injury. Key components include physical and psychological rehabilitation, fitness for work considerations, and case management referral pathways.





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## Lifeworks

Lifeworks is our EAP (Employee Assistance Programme) provider and digital wellbeing platform, which provides confidential and free counselling and information services by phone, video, or face to face. This service is available 24/7, 365 days a year. The digital wellbeing platform is available through an app or desktop and is a first line of support for all employees and their direct family members over the age of 16. The platform contains a wealth of content relating to all aspects of health and wellbeing, and also include features such as wellbeing assessments, and self-taught CareNow programmes.



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## I Am Here Programme

I Am Here is an evidence-based mental health programme which focuses on informal peer support. The aim of this voluntary programme is to create a “tribe” mentality where we look out for one another and help each other through the difficult times. I Am Here was launched throughout the Sisk business in October 2019. To date we have over 540 tribe members, and 170 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 will develop the courage, confidence, and skills to show they care, and help in changing the beliefs, and culture around mental health.

As an Ambassador, colleagues will develop the courage, confidence, and skills to recognise when a friend, family member or work colleague may be struggling, ask important questions and listen actively, and signpost to professional supports where appropriate.



“In Sisk, we understand that having a supportive team, means being there for each other on the bad days as well as the good. We see the health and wellbeing of our employees as central to our success as a vibrant and inclusive culture, and as a thriving business.

Through initiatives such as the ‘I Am Here’ programme, we want to shine a light on mental health, and to let our employees know that we are here to support. Your health really is your wealth, and the health of our employees comes first”



**Richie Butler, Head of Occupational Health and Wellbeing**





# Community engagement

Caring for the communities in which we work is something we have done since we were established in 1859 and will continue to do every day.

As society has evolved, our approach to making a real difference to the communities with whom we engage has too.

We believe that our success and development is exponentially enriched by the actions, collaborations, and partnerships which we have developed over the years and view these as our opportunity to contribute to both social and individual progress.

Generating lasting social value is about improving the world and communities around us. We all have a role to play in this, business, governments, and society at large.

We play our part through cultivating positive social impact via our actions and activities, supporting individuals, groups, and community focussed organisations to grow and develop. Employment, equal opportunities, and education are fundamental to social progress, and essential avenues which we regard as promoting lasting social value. We deliver lasting benefits through the development of strategic alliances, and the collaboration and engagement with stakeholders.

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### Sisk National Highways Schemes promote collaborative working to deliver Social Value

Throughout 2021, our UK Civils Social Value and Stakeholder team have worked collaboratively with the National Highways supply chain. Working as chair of the 'National Highways Education Group', the Social Value team created and led the delivery of a collaborative work experience week that included 12 other organisations and approximately 30 young people from across the country.

Relationships built through the delivery of this event have been instrumental in directly creating four employment opportunities for young people.

As part of the monthly planning meetings, discussions were held about office-based graduates and apprentices not experiencing operational projects, and how this experience could benefit their education and career development. During these discussions, Sisk

extended an invite to local office-based graduates to visit the Trafford Road project during Open Doors UK. The graduates met Sisk staff and discussed their queries about the delivery of live projects and were given tours of the site works.

Following these activities, the collaborative partnership has gone on to deliver educational activities around COP 26, and has more events planned for 2022. Membership of the 'National Highways Education Group' has also increased, from eight companies to over 30.





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## Taking the green route to work

Since the start of 2021, our team in Northern Sweden have been part of a #wetravelgreen initiative run by the municipality of Luleå. The programme aims to reduce the carbon footprint of travelling to and from work by encouraging employees to adopt green modes of travel such as walking, cycling, using public transportation or car sharing.

Some of the actions taken to promote #wetravelgreen among staff included:

- Easily accessible weather-protected bicycle parking in direct connection to the entrance
- Compressor bicycle pumps and bicycle repair/maintenance kits available at the security hut
- Excellent facilities with changing and shower areas containing lockable lockers and drying rooms
- Free annual bicycle service to all staff
- Bicycles and electrical bicycles available on site that can be booked.

Sisk triumphed in this local initiative by collecting the most points for taking actions to encourage staff to adopt more sustainable methods of travel.



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## Education, skills and training

The provision of high quality, ‘on the job’ apprenticeships to support new entrants to ‘earn and learn’ is a key part of what we do at Sisk. Over the years, we have earned a strong reputation for training apprentices, many of whom stay with Sisk and continue to develop their careers, and some of whom bring these skills to the wider sector.

We pride ourselves on our reputation for helping people to access skills and employment and have developed key partnerships as part of this, through which we aim to ensure the best outcomes and training for our apprentices.

Established over 40 years ago, The John G Sisk Training Centre in Dublin trains skilled young apprentices to a professional level. Consistently recognised in national awards, the four-year apprenticeship course includes periods of full-time study, practical workshop experience, and exposure to the construction site environment as apprentices work towards a QQI level 6 qualification in Carpentry and Joinery. Providing a unique carpentry and joinery apprenticeship, while offering the opportunity to ‘earn and learn’ also develops real life skills, with many going on to become our next generation of site managers.

While specialising in the production of high-quality bespoke units to architectural specification, in addition to doors and frames, fire door sets, screens, panels, stairs and moulded handrails, it continues that one of the highlights of the year for the team, is our ‘Christmas Toys’ programme. As part of this, our employees and craftsmen give their time and energy to build traditional wooden toys for the distribution to hospitals, schools, homes, and orphanages every December.



## Social Value Highlights 2021

<b>+2000</b>	<b>+600</b>	<b>+80</b>	<b>+200</b>	<b>+160k</b>	<b>+900</b>	<b>+£35k</b>
Apprentice training weeks	Graduate training weeks	Work placement weeks	Hours of educational engagement and support	(circa 65%) Working days carried out by local people	Volunteer hours	Value of donations

**£87.8m**  
Total of Social Value generated in 2021

\*Information is captured and reported through Social Value Portal. Social Value Add is calculated through the UK National TOMS.





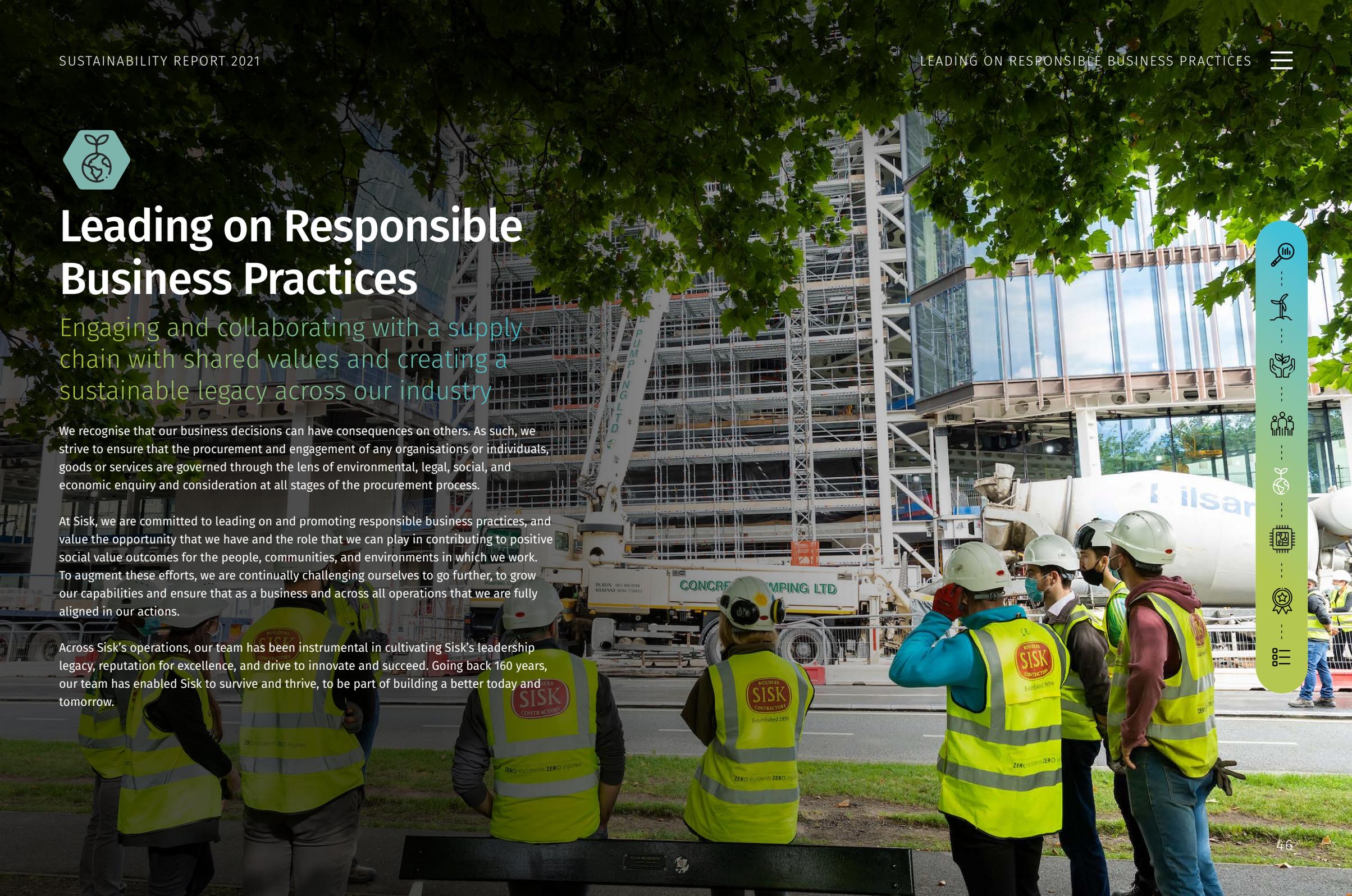
# Leading on Responsible Business Practices

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

We recognise that our business decisions can have consequences on others. As such, we strive to ensure that the procurement and engagement of any organisations or individuals, goods or services are governed through the lens of environmental, legal, social, and economic enquiry and consideration at all stages of the procurement process.

At Sisk, we are committed to leading on and promoting responsible business practices, and value the opportunity that we have and the role that we can play in contributing to positive social value outcomes for the people, communities, and environments in which we work. To augment these efforts, we are continually challenging ourselves to go further, to grow our capabilities and ensure that as a business and across all operations that we are fully aligned in our actions.

Across Sisk's operations, our team has been instrumental in cultivating Sisk's leadership legacy, reputation for excellence, and drive to innovate and succeed. Going back 160 years, our team has enabled Sisk to survive and thrive, to be part of building a better today and tomorrow.





# Our people

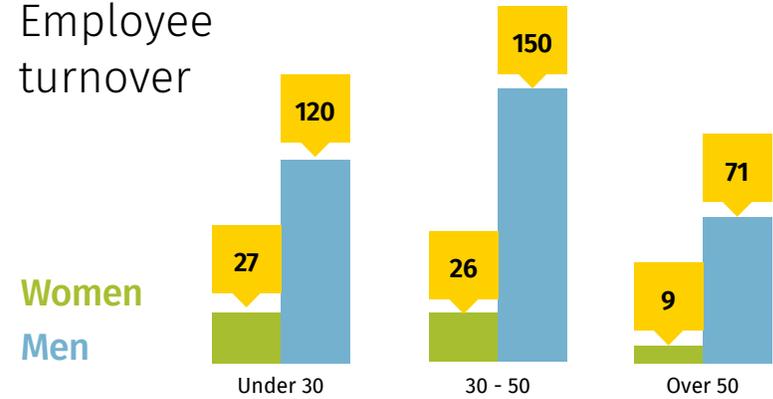
## Age distribution

<b>Under 30</b>	<b>422</b> (23%)
<b>30 - 50</b>	<b>1020</b> (55%)
<b>Over 50</b>	<b>400</b> (22%)

## Gender distribution

<b>Total females</b>	<b>226</b> (14%)
<b>Total males</b>	<b>1576</b> (86%)

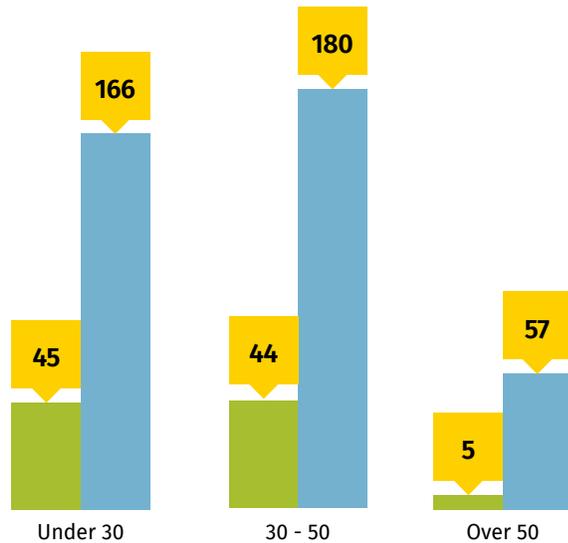
## Employee turnover



## New employment

**94**  
Women

**403**  
Men



## Total number of collaborators

**1842**

## New joiners during 2021

**497**





# Working Environment

We continually seek to enhance our reputation and be the employer of choice in our industry.

We strive to create environments that attract and retain the best people. As a family business, our values are firmly embedded, with care, integrity and excellence underpinning how we operate.

Ensuring our working environments support and nurtures our employees is key, and is a core objective within Sisk. To do this, we are committed to continuous improvement through listening to all of our employees, identifying

the opportunities to improve and taking the necessary measures and actions to do so.

To help us achieve this, we have developed an annual employee survey to assess the degree of satisfaction within the business, and across all of our operations. This anonymous survey is an opportunity for employees to express their opinions and their experiences in an official way.

## Main 2021 Employee Survey Results

Response Rate: 66%  
 62% - 5 years or less service  
 38% - > 5 years service

**87%**

**Positive working relationship with my manager**

**87%**

**Overall, I am proud to work for Sisk**

**83%**

**I am clear on what I need to do to be successful in my role**

**91%**

**I understand how success in my role contributes to Sisk's success**

## Building today, caring for tomorrow

### Remote and Flexible Work:

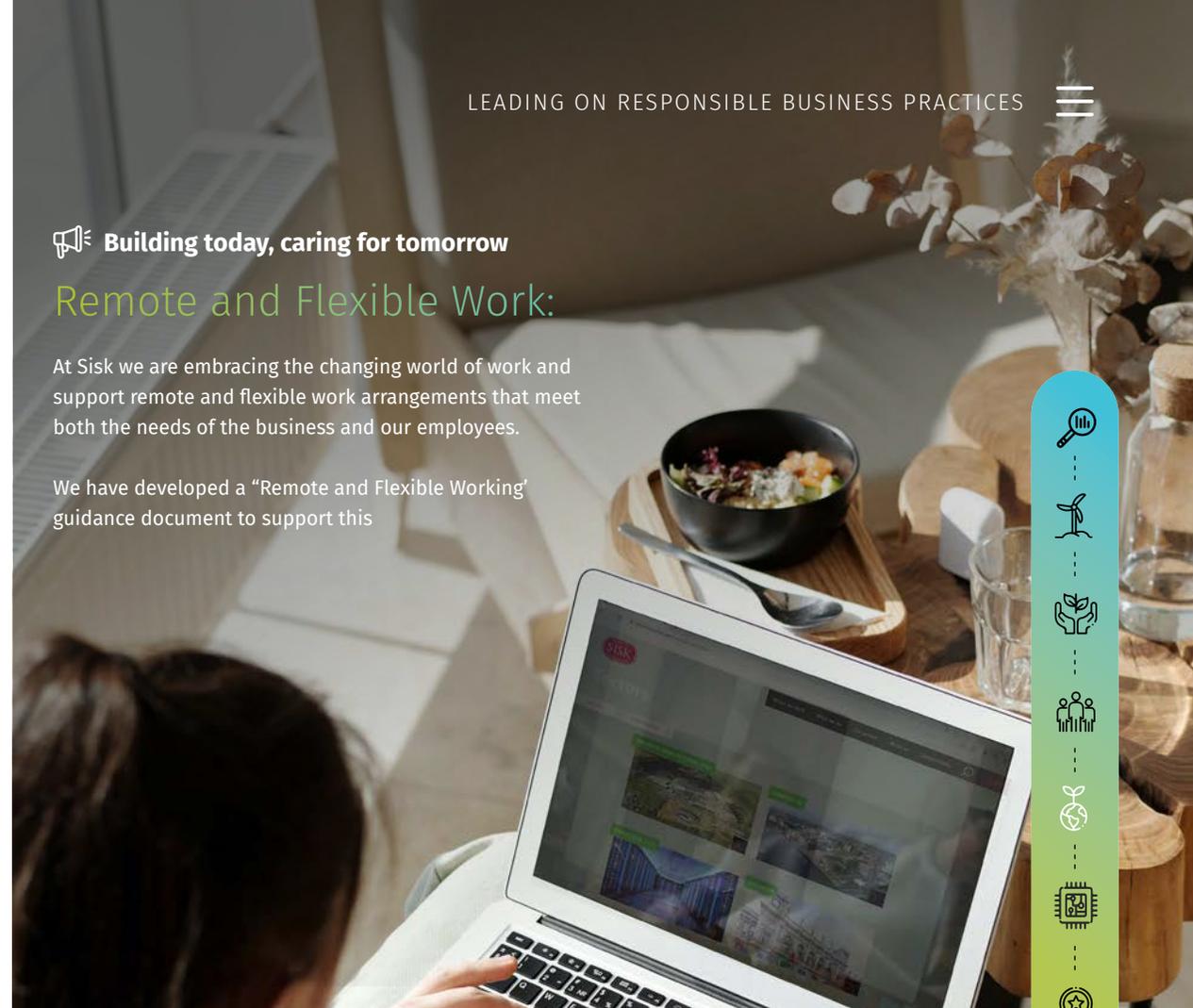
At Sisk we are embracing the changing world of work and support remote and flexible work arrangements that meet both the needs of the business and our employees.

We have developed a "Remote and Flexible Working" guidance document to support this

## Building today, caring for tomorrow

### 2021 Employee Survey, Our commitment to improvement – 'you said, we did'

Following the release of our annual employee survey results, we engaged with our teams, openly sharing the plans to address the areas that need attention. This is part of our commitment to our employees and is a essential part of the follow-up process.





# Learning and Development

We understand that success is not just determined by “what we do”, but as importantly “how we do it”.

Having the wider skills and experience to do our jobs well is an important part of being a Sisk employee. To ensure that we are the best at both what we do and how we do it, the training and development of our people is of critical importance and every effort is made to ensure that appropriate training and development opportunities are offered to all.

Through committing to excellence in the recruitment, training and professional development of our people, we ensure a productive and safe place to work, and that our people work in an environment which inspires them to be the best that they can be.

## A Selection of the Programmes We Deliver

### Our Performance Development Programme

Our performance development programme provides employees the opportunity to have in-depth discussion with their manager reviewing performance and development during the year and what is next for them. This discussion helps in identify plans for the coming year which meet the business, team and individual needs. The formal process is augmented with regular ‘check in’s and is flexible in its approach to all us to adapt to change as the year progresses.

### Elevate -Our Management and Leadership Development Programme

This ambitious programme has been designed in collaboration with our delivery partners to develop the skills for now, and for the future, of our managers, and leaders across Sisk. There are three distinct levels to the Elevate Programme – Manage, Lead, and Inspire. Each level has different focus areas with consistent ‘golden threads’ running between them all. Participants in the Lead and Inspire elements of the programme benefit from personalised coaching and the Inspire candidates work in teams to complete a business project contributing to the future strategy of the business.

**In 2021 |** Elevate Manage > 110 | Lead > 38 | Elevate Inspire > 15

### Sisk Early Careers

Excelerate is a comprehensive three-year development programme that has been carefully designed to develop those in their early careers and also fulfil the rigorous professional membership requirements of a wide range technical and professional bodies. The programme utilises a blend of learning methodologies, delivering a significant depth and breadth of learnt and practical experience.

**In 2021 |** 38 Graduates | 23 Irish - 2 QS, 21 Engineers | 15 UK - 4 QS, 11 Engineers

<b>Total training hours delivered</b>	<b>55659</b>
<b>Number of employees taking courses</b>	<b>1752</b>

*In the Report period, the average number of hours of training per employee was 30.*



“The Excelerate programme has been great for me to get a taster of various functions in construction – design, quantity surveying, work winning, commercial building and civil engineering. I’m now moving into a new role within the sustainability team, which I’ve been interested in from Day 1. I plan to draw on all my experiences so far to help projects achieve the targets set out in the Sisk Sustainability 2030 Roadmap.”



**Simone Sheppard**  
Graduate Engineer





# Equality, Diversity, and Inclusion

We are committed to championing equality and diversity, and to creating an inclusive culture.



As such, we strive to create an environment that is open and responsive to different cultures and groups. As a business, this is of paramount importance, and central to all interactions with employees, visitors, clients, suppliers, contractors, and the communities in which we operate.

Our people come from a range of cultures, backgrounds, and experiences, and we consider this diversity key to Sisk's success as a business. Attracting, recruiting, developing, and retaining the best people is a key objective, therefore, we are dedicated to promoting equal opportunities and to nurturing a culture where people are treated with respect and dignity.

People should feel confident and empowered to bring their whole selves to work every day. Through challenging questionable behaviour and practice which is not aligned with our values we 'walk the talk', supporting our employees to do the same, and instilling our core values and the culture within which

we work. We have developed an 'Equality, Diversity and Inclusion' policy to ensure that we are approaching this important topic in the most appropriate and constructive way.

## Gender Pay Report

The gender pay gap shows the difference in the average pay between men and women. The gender pay gap in Sisk is an outcome of our gender imbalance, having fewer women in senior roles. From our first gender pay gap report in 2017 to present, we are making some progress towards closing this gap but we recognise that more change is needed and at a faster pace.

We are taking a leading role, encouraging the next generation of talent, particularly young females, to pursue a career in the construction industry. We recognise the industry can offer a wide range of careers opportunities in both STEM related fields and other equally rewarding and exciting parts of our business and actively promote the diverse opportunities available. We also committed to doing all that we can to retain and advance our existing female employees. This is the only meaningful way to address the gender pay gap in the long term, both in our sector and in our own business.

Our latest Gender Gap Pay Report could be found [here](#).  
\*This report period stats from 31.03.2021 to 01.04.2022





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## Juggling the Invisible Job

In addition to our working life, we are all working 'invisible jobs'. The 'invisible jobs' are the responsibilities we have outside of work, be it caring for children, coaching a sports team, or helping out in the community. These responsibilities can add to our daily stress, and it is important that we manage them to avoid burnout.

To acknowledge and draw attention to this, we organised an event in September 2021 which hosted internal and external speakers from Ireland and the UK. The speakers shared their experiences as well as some tips and tricks they use to address the responsibilities of their own invisible jobs. Speakers kindly shared details of their personal stories and raised some very inspiring and thought-provoking insights and learnings from their experiences.



“At Sisk, we are committed to supporting our employees, through developing initiatives and events that reinforce our values, embedding a culture of kindness and respect throughout all operations. We place great value on being a diverse and inclusive employer and see this as the strong foundation for a thriving, happy, and healthy workplace and employees.”



**Marina Leleko**  
Head of Leadership  
Development & Diversity

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## “It’s Only Banter”

Aligned with our aim to build a supportive and inclusive work environment, that allows everyone to feel valued and accepted for who they are, we launched this initiative to raise awareness and highlight how what we say, and how we behave in the workplace can impact others.

To help understand the impact of our words and actions, and address any inappropriate behaviours across our teams, our 'It's Only Banter' sessions have been held throughout the business. They are delivered by a trained group of our senior leaders, who are passionate about raising awareness on how biases can impact the work environment.

'It's Only Banter' is a 90-minute thought-provoking virtual session on inclusive behaviour and language

More than 380 people participated during 2021.



90'



+380



Helping people to see things from the perspective of the person on the receiving end is vital, as one person's 'joke' can be misconstrued



**Professor Perry Shard**  
Head of Quality - UK  
Construction & Group  
Civils





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## Supporting Social Enterprises

Sisk is a proud member of the Buy Social Corporate Challenge led by Social Enterprise UK. Sisk joined the challenge in 2020, and in 2021 our total buy social spend was £576,196 with over £465,000 spent with 20 social enterprises, and over £110,000 spent with not-for-profit organisations. We have committed to progressively spending more with social enterprises across the business and onboarded eight new social enterprises during 2021.

The Buy Social Corporate Challenge, supported by the UK Government, consists of 27 companies. The goal is to use their supply chains to change lives, create jobs and protect the planet. They do this by directing their procurement spend towards social enterprises – businesses with a social or environmental mission.



“There’s a simple premise at the heart of the Buy Social Corporate Challenge – that businesses can use their core procurement spend to make the world a better place. This is beyond CSR, it’s about embedding real impact into a business’s everyday spend and **we’re delighted to have John Sisk and Son as part of the Challenge, taking the next steps to further embed positive social and environmental impact into their supply chains.** Since joining the Challenge in 2020, John Sisk and Son has increased its engagement with social enterprises by 50%, despite the impact of the COVID-19 pandemic, an incredible journey which led to their winning the prestigious SEUK Buy Social Market Builder Award at the SEUK Awards 2021.”

**Peter Holbrook, CEO at Social Enterprise UK**



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## Hey Girls

At Sisk we are proud to have partnered with the social enterprise Hey Girls. Hey Girls, are an award-winning ‘buy one, donate one’ social enterprise, producing environmentally friendly period products that fund the fight to end period poverty. This partnership aligns our company values and builds upon the steps we have taken in our 2030 Sustainability Roadmap, as well as supporting the Buy Social Corporate Challenge.

60 Women and girls have been directly impacted from the sales Sisk have generated with Hey Girls during 2021.



Excellence in Construction

## Social Enterprise UK Awards

John Sisk & Son won an award in the 2021 Social Enterprise UK Awards, which recognised the work we've been doing with social enterprises. We were named winners of the 'Buy Social – Market Builder' category, sponsored by @PWC, with organisers expressing the extremely high standard of entries, with nearly 500 applications.

Judges feedback: "In the difficult circumstances of the pandemic, and with lots of businesses struggling, Sisk was still able to support this mission totally, ensuring a chain of support for social enterprises in challenging times."

Building today, caring for tomorrow

## EDI Mentoring Programme

Sisk's internal structured female mentoring programme was successfully launched in 2021 to develop, coach, support and sponsor females throughout their careers. 94% of our 2021 cohort said they would strongly recommend the programme to their colleagues, with key benefits of the programme for mentees being cited as gaining confidence to drive own careers, gaining better internal support mechanism, and bringing greater job satisfaction.

### Also in 2021



**Menopause Awareness**

webinar and FAQs for Line Managers launched.  
*Over 100 people attended.*



**Belonging at Sisk**

Cultural Awareness programme where 4 employees delivered online webinars about their cultures, traditions, festivals and unique facts about home countries.  
*Over 100 people attended*



**Valuable 500**

*We signed a partnership to drive efforts in disability inclusion from a collective business perspective.*





# Ethical, Responsible Procurement and Transparency

We are committed to the highest standard of moral and ethical behaviour and places this at the very core of our business, throughout all operations, locations, and in all affairs.

This commitment is embedded in our organisation and formalised through our Anti-Bribery and Corruption, Modern Slavery and Human Trafficking, and Responsible Procurement policies.

Through the actions of our employees, we share the value which we place on ethical and transparent business practices and the expectation which we have on those with whom we interact. Extending beyond directly applying to our own team at Sisk, our policy and ethical standards are expected of all those working on behalf of Sisk, including temporary workers, apprentices, interns, sub-contractors, consultants, agents and subsidiaries within the UK, Ireland and mainland Europe.

We recognise the uniqueness of each region within which we operate and are dedicated to developing constructive and collaborative relationships that secure lasting and equitable agreements. We are committed to the delivery of excellence

in all operations, practices and processes and are engaged with and compliant with the laws and regulations of each region. We believe that our dedication to ethical behaviour throughout our business practices, and our commitment to transparency across our operations and activities, is central to our success and legacy as a progressive organisation that cares for tomorrow.

### Preventing Modern Slavery

For the last 3 years we have worked with Achilles, supporting their development of a robust labour practice review process. During 2021 we carried out 9 Worker Engagement Surveys across our projects. Any issues identified during these surveys are reported to our supply chain partners and managed through to an appropriate conclusion. Further details to our commitment to preventing modern slavery can be viewed in our Modern Slavery and Human Trafficking policy found on our website.



### Procuring responsibly sourced products and materials

At Sisk we are committed to using credible and recognised responsible sourcing schemes, with these requirements embedded in our supply chain agreements. Over the past 3 years we have been working closely with our timber suppliers to increase the amount of sustainably sourced timber available in the Irish marketplace, with 91.8% of our directly procured timber now received from such sources with Chain of Custody certification. This is a significant improvement, in comparison to 2019 when only 62.1% of timber was from such sources.

During 2021 we continued our work to embed the principles from ISO 20400 Sustainable Procurement into our way of working, with a working group tasked with this objective, undertaking a review of what sustainable procurement meant to Sisk. This involved reviewing the five strategic sustainability themes, alongside our sustainability policy ambitions to understand the guiding principles which underpin sustainable procurement in Sisk. The below diagram details this process and highlights the 18 sustainable procurement principles identified.





# Embracing Innovation and Digital Technology

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

## Our Digital Project Delivery (DPD) Approach

At Sisk, we believe in embracing both innovation and digital technology as a core enabler to continuously improving our service offering for our clients, along with caring for the environments in which we work. Our focus remains on ensuring that we have the right technology in use throughout the business, with staff & supply chains who have the right capabilities and skillsets, matched by a clear vision of how to marry both people, process & technology to maximise their full value across the entire project lifecycle.

Since establishing our Digital Project Delivery (DPD) approach in 2017, we have worked hard to ensure that we have a common set of procedures for implementing digital technology throughout the business. Since then, we have an established track record in driving value and efficiency through truly collaborative working enabled by using Building Information Modelling (BIM), Information Management (IM) and a range of innovative technologies. We have pioneered our DPD approach in all sectors and geographies in which we work and have been successful in gaining both local and international recognition through various industry awards demonstrating our best in class capability in driving value.





Our DPD approach has been developed as a cross functional way of working which means it is fully integrated to all key support functions within a project team.

Our procedures span multiple support functions from Design, Engineering, Planning & Project Controls, Commercial, Procurement and into Health & Safety, Quality and Sustainability.

In more recent years, as our industry continues to embrace new ways of working particularly in relation to Modern Methods of Construction (MMC), so too has our business evolved our thinking in how best to both adopt and deploy these thought processes for our clients. We continue to promote a 'Design for Manufacture & Assembly (DfMA)' culture offering significant opportunities to improve collaboration, as well as increase efficiencies and productivity on projects.

We have explored and invested in areas of both product and process approaches to MMC, along with a range of alternative materials, components & 'kit of parts' solutions to how we can continue to deliver value for our clients.

In addition, we continue to evolve our service offering to our clients by offering pre-construction services through early contractor involvement contracts, while looking at the partnerships we

must have in place to be effective for our clients in this space. Our MMC capability is not reliant on one single approach or methodology alone but is a combination of what best suits the project specific requirements – but needless to say, our innovative thinking and digital technology capability sits right at the centre of this optioneering and decision making for our clients at every stage of the project.

In parallel, we have been developing our Digital Twin capabilities and preparing our business for the likely surge in demand for Smart / Cognitive Buildings.

We see significant opportunities for our clients to embrace digital twin technology, with particular focus on the using the technology to enable them to realise their sustainability goals during the Operational Phase of the asset. To that extent, we have invested heavily in our Facilities Management business, Sensori FM, and have executed strategic partnership agreements with global technology providers in the digital twin arena, with targeted energy reduction savings of c. 25% along with a myriad of other client benefits.





# Building Information Modelling (BIM)

Within Sisk, we are very proud of the team we have nurtured over the past 5-10 years as the digital revolution has embraced the industry

All of our BIM services are delivered by an in-house team of technical experts in the areas of 3D design co-ordination, 4D construction planning & logistics, 5D time & cost controls, along with 6D asset management. Across this team, we also deliver a range of innovative technology targeted at the specific needs of the project. At the outset of each project, we carefully work with our clients, their design teams, and our supply chain to develop a Digital Project Delivery strategy for the project that is based on our clients' requirements.

We continue to grow and invest in our team of Digital Construction professionals and provide sustainable career paths for them as they navigate their way through this fast paced and ever-evolving arena. Set out below are some of the key highlights of achievements that this team have progressed with throughout 2021;

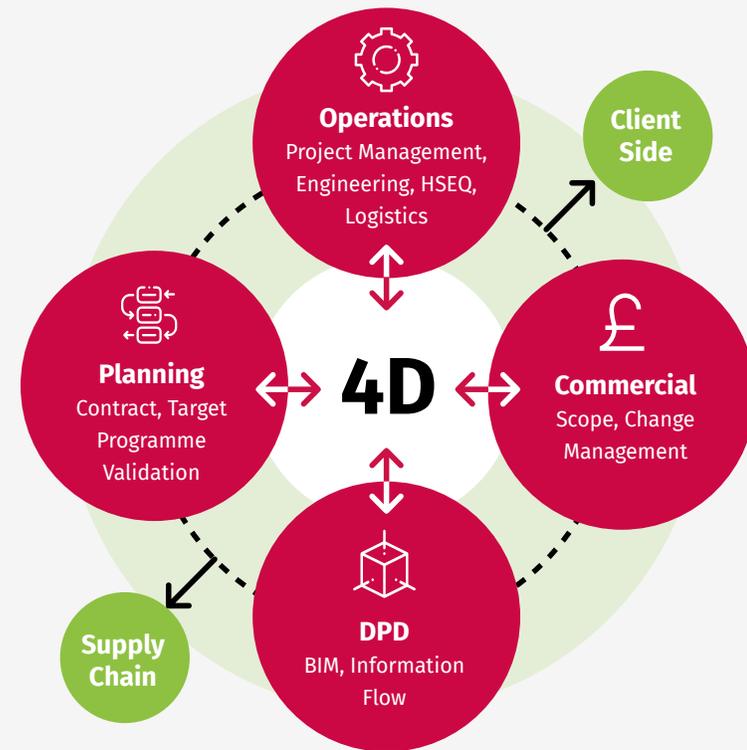
### 3D Building Information Modelling

For several years, our business has been using a cloud-based platform for as a single source of truth for managing all design & BIM co-ordination issues across our projects. In 2021 we made the decision to significantly scale this service up throughout

the organisation, specifically targeting the DPD and Design Management teams along with our key supply chain partners. We have focused on data quality as part of the scaling up of the use of this platform and have integrated the platform with PowerBI to enable an improved level of transparency into the report of design / co-ordination issues – all with a view to support a “getting it right first time” approach”. This has seen our user base for this platform almost double in size in 2021, yielding significant return on investment through cost avoidance from resolved clashes.

### 4D Planning

Over the last 18 months, Sisk has significantly increased its investment in 4D digital technology with the aim of embedding a new way of working that uses the process of a “Digital Rehearsal” to eliminate both waste & error from our programmes and maximise our certainty of delivery. Since making this investment, Sisk have realised benefits of more than £25m in cost avoidance across a portfolio of 22 live projects throughout the UK, along with seeing an increase in programme performance whereby greater than 80% of live projects using this technology are reporting ‘on programme’ against their original baselines.





**5D Cost Management / Project Controls**

During 2021, our Project Controls Team within Sisk has continued to deploy 5D across a range of projects in our business. We have been selective in our approach, targeting projects where we feel we can sustain tangible value, whilst at the same time increasing & deepening our capability, most specifically in the Data Centre, Life Sciences and Civils sectors. Our early work in this area is yielding positive results in terms of greater transparency of information across our projects enable more effective decision making and giving our clients greater certainty of delivery.

**6D Asset Management**

As our industry continues to digitise at pace, so too are our client’s demands starting to push us further and challenge our thinking. We continue to see an increasing demand for digital handover at the end of the construction phase to allow for a seamless transition and information flow from construction into operational use of the asset. We continue to meet this demand by upskilling our teams in the core elements of Information Management through our ISO-19650 certified management system containing the relevant procedures and guidance on how to deliver an Asset Information Model to our client’s and their facilities.

**Information Management – Certified ISO19650**

The fundamental ingredient enabling our Digital Project Delivery approach to succeed is our Information Management capability. In 2021, we successfully transitioned from being PAS-1192 certified (certified in 2016), to now being fully ISO-19650 certified. This process was collaboratively managed throughout the key support functions within the business throughout the first half of 2021 and culminated in a successful certification being achieved in Q3 2021 – successfully achieving Target No. 20 within our Sustainability Roadmap 2030 as planned.



We believe that Information Management is going to continue to play an ever increasing and critical role to the future of our digitised industry. Having robust, consistent, and practical processes for managing information across our projects has been a significant focus over the last few years. As new building safety regulations continue to drive improved practices in Information Management, the “Golden Thread” of information will become a licence to operate in our industry – something we are passionate about being at the forefront of. With the increased demands in this area, the technology landscape has exploded with a wide number of providers offering fully “Unified Information Management Platforms”, or a single source of truth for project teams to manage their information throughout the

project lifecycle. Within Sisk, we see this as a great opportunity to continue to push our own thinking, and to challenge how we can embrace these changes and all that technology can offer to help streamline processes and offer a better end product to our clients.

**Life Cycle Assessment – Carbon Modelling**

As our industry continues to tackle the climate emergency, one of the greatest areas of influence a main contractor like Sisk can have is in the reduction of embodied carbon within the design & construction phase of the asset. Key to this is our ability to accurately measure, report and proactively manage the levels of embodied carbon at the earliest stages of design working alongside our clients.

In 2021, we invested in both the technology and the upskilling of our people in how to accurately undertake Life Cycle Assessments. We are early in our journey with deploying this technology but have already seen some incredibly valuable insights that are helping inform future decision making in relation to material selection and how MMC can be deployed to limit the volume of embodied carbon. During 2022 we plan to utilise this technology to carry out detailed LCAs for recently completed Sisk projects in the different sectors which we work, enabling us to better support our clients with their net zero ambitions by providing practical solutions to reduce carbon throughout the full life cycle.

**Sisk Data Academy**

Over the last two years, we have been transforming and transitioning our operations

to fully embrace data and the opportunities of data to drive organisation-wide efficiencies. We have in this time, defined, and implemented a data strategy which has been instrumental in driving a step change in how we manage and utilise our data. In 2021 we established our own ‘Sisk Data Academy’, consisting of a group of like-minded data enthusiasts from all across the business. The group was set up with the purpose of providing a combination of both technical support along with being a source of inspiration for others to be able to see how best to maximise the value of data within their part of the business. Our Data Academy continue to support industry events promoting increased awareness of the value of Project Data Analytics, and are firmly invested in driving a cultural shift towards more open, collaborative and innovative approaches to sharing data within our industry.

During the year, we increased the number of Data Apprentices on ‘Earn & Learn’ positions to 6 in total, an increase of 4 in the year, including supporting one full time role coming through via the UK Government’s ‘Kickstart Scheme’. In 2022, we will see the first cohort of Data Apprentices graduate and continue into full time Data Analyst roles within the business.

Our Data Academy members come from a diverse range of roles from within Sisk, including Performance Analysts, BIM Coordinators, Planners and Document Controllers, demonstrating the organisation-wider interest, commitment to, and acknowledgement of the importance of data and data analytics in driving success across the business.





John Sisk & Son acquired Vision Built in August 2019, recognising the value of the company's product offering, and the growing demand for offsite construction options and modular approaches.

Since its acquisition, Vision Built has undergone a significant period of growth in the Irish offsite construction market, and are now focusing on growing their UK market share. Vision Built pride themselves on their design, manufacture, and installation of rapid build light gauge steel structures, enabling designers and contractors to deliver fast, cost-effective structures for residential, commercial, and educational projects.

As a company, Vision Built has more than 30 years of off-site construction experience, and is fully certified to deliver light gauge steel framed structures up to 10 storeys in height.

Offering significant product diversity, Vision Built spent several decades offering best-in-class panelised modular solutions to various markets (residential, commercial, student accommodation, life sciences to name a few). In recent years, the company has invested heavily in research and development to bring their first fully volumetric solutions to the market in 2021, which allowed the business to increase its pre-manufactured value by completing more work in the factory. The larger offsite manufactured modules would then be installed on site to form the complete structure.

In effect through innovation and the business has moved from a 2D panelised (MMC Category 2) only offering focused mainly on the residential market to a company offering a solution to satisfy demand for 3D Volumetric (MMC Category 1) in the education, health, pharmaceutical and commercial markets in both Ireland and UK.

Modern methods of construction (MMC) such as 3D and 2D offsite manufactured structures offer solutions to construction industry challenges such as labour shortages, cost inflation, speed of delivery and sustainability.

- **Labour:** Minimising the need for wet trades on site and reducing the overall onsite labour requirements by approx. 60%.
- **Costs:** Vision Built benefit from bulk buy due to high levels of standardisation. Reduced labour requirements also have a sizeable impact on the total costs associated with the works.
- **Speed:** Our offsite construction approach can reduce delivery programme times by up to 40% (depending on project type and complexity).
- **Sustainability:** The indefinite reusability of steel, design for relocation, as well as its light weight to strength ratio properties means that negligible carbon is required to repurpose the buildings we deliver which in turn creates circular building solution.



## Building today, caring for tomorrow

### 3D Modular school project in Dunshaughlin, Co Meath

In 2021, Vision Built was commissioned by the Department of Education in Ireland to design, manufacture and install a 12,000ft modular build for a school in Dunshaughlin, Co. Meath. The project, which was delivered as a turnkey with all site works, preparations and services installed by the Vision Built team, was a 3D modular off-site project. From start of manufacturing to commission and handover, the project was delivered in an 11-week timeframe, finished to the highest specification, installed on-site, and connected to all services.

The build, which accommodates 150 students split between two buildings, was completed as a full Net Zero Energy Building (NZEB), meeting all building control compliance, and followed circular design principles allowing ease of relocation, or disassembly in the future due to its modular design.





Sensori Facilities Management was formed as a strategic partnership between John Sisk & Son and Designer Group in 2018.

In 2021, Sisk finalised an agreement to acquire Designer Group's 50% share of the Sensori business.

Since its establishment three years ago, the business has grown to be a leading brand in the hard facilities management sector in Ireland, offering innovative and sustainable solutions for building asset management to its clients. Sensori FM is unique in the marketplace with the ability to design, construct, and maintain buildings, bringing tangible innovation-based, technology supported services and solutions to facilities management.

Sensori Facilities Management provide a full range of complete facilities management packages across a range of sectors such as pharmaceutical and life sciences, healthcare, manufacturing, education, corporate, government, and retail.

Excellence in Construction

### Embracing Two-Way Communication at All Project Stages

An open communications forum for staff was implemented where the client's staff were kept informed of the works as they progressed, and within which the Sensori FM team invited and welcomed feedback on the project. This two-way communication channel also supported the Sensori team in anticipated possible disruptions to the work sequences.

Day to day progress boards were used to keep the staff up to date on the works as they progressed, and to keep all those on site informed of when interruptions to heat supply might be necessitated to facilitate the installation of the heat pump system. Through proactively communicating progress, the Sensori FM team were able to support their client's staff to have a positive experience of the project works.

Excellence in Construction

### Full Project Delivery: From Grant Application to Project Delivery and Carbon Savings

Specialising in the delivery of innovative solutions to meet specific client needs, Sensori FM is adept at delivering full turnkey energy projects including scope development, design and finance, through to project management and installation.

In 2021, Sensori FM completed the installation of a 450kW Heat Pump to displace the PCP and canteen oil boilers which had accounted for circa 90% of oil usage across the client site. The project included the upgrade of all heating coils and controls, the preparation of, and application for a Better Energy Communities (BEC) grant from the Sustainable Energy Authority of Ireland (SEAI) to cover 25% of total capital value of the project, and the full installation on site. The BEC grant was subsequently awarded, greatly enhancing the return on investment for the client with the Sensori team supporting the client to avail of those opportunities for cost savings and government grant support for energy efficiency projects. At the outset of the project, the team had computed and presented all options to the client, taking account of the specific project requirements and client needs. At this stage, the team were able to model and demonstrate the taxation and energy savings that could be achieved, for example calculating a carbon savings target of 312 tonnes of CO2e from the project, supporting the client to assess the carbon reduction potential that could be achieved through the project.





# Awards and Recognitions

2021 was a challenging year across all of society as the pandemic continued to bring an unprecedented level of uncertainty to people, businesses, and governments, however it was also a year of hope and action. In Sisk, we focused on the opportunity to be progressive and are honoured with the recognition our actions have received.

 <p>Investors in People. We invest in people – Platinum</p>	 <p>Diversity Silver – Irish Centre for Diversity</p>	 <p>IBEC Keep Well Mark</p>	 <p>UK Social Enterprise Awards 2021</p>	 <p>RoSPA Order of Distinction (16 consecutive Golds) Award – John Sisk &amp; Son</p> <p>RoSPA President's (13 consecutive Golds) Award – Sisk Rail</p>
 <p>Green Awards 2021 – Green Construction Award</p>	 <p>CN Awards 2021 - 'International Project of the Year' award Bio Cork 2</p>	 <p>NBCA Awards 2021 - Canada Gardens 'Innovation of the Year' category</p>	 <p>CDP Climate Change Rating - B</p>	 <p>CDP Supplier Engagement Rating - A</p>





# 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](#)
- [ASFB](#)
- [British Safety Council Membership](#)
- [Business in the Community Ireland](#)
- [Build UK](#)
- [Chambers Ireland](#)
- [CIOB Training Partner](#)
- [Considerate Constructors Scheme](#)
- [Construction Industry Federation](#)
- [Construction IT Alliance & CITA Skillnet](#)
- [Constructiononline](#)
- [CP Skillnet – Construction Professional Skillnet](#)
- [Engineers Ireland Accredited Employer](#)
- [Host in Ireland](#)
- [I Am Here](#)
- [Infrastructure Industry Innovation Partnership](#)
- [Institute of Directors in Ireland](#)
- [Institute of Environmental Management and Assessment \(IEMA\)](#)
- [Investors in Diversity](#)
- [Irish Business and Employers Confederation \(IBEC\)](#)
- [Irish Concrete Society](#)
- [Irish Green Business Council \(IGBC\)](#)
- [Irish Management Institute](#)
- [LCI - Lean Construction Institute](#)
- [National Irish Safety Organisation \(NISO\)](#)
- [Social Enterprise UK](#)
- [Social Value Portal](#)
- [Supply Chain Sustainability School](#)
- [The Royal Society for the Prevention of Accidents](#)
- [SEAI Large Industry Energy Network](#)
- [The Valuable 500](#)
- [The 5% Club](#)
- [UK Green Building Council](#)
- [WISE \(Women in Science and Engineering\)](#)
- [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 9001



ISO 50001



ISO 19650

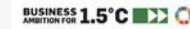


Achilles Carbon Reduce Programme

## Commitments



EPD campaign with IGBC



SBTi business for ambition



Race to Net Zero



EV100



EP100



# GRI Standards Index

## GRI 101: Fundamental 2016

GRI Standard	Disclosure	Page/Response	Section Page	Roadmap Theme																																																	
Company Profile																																																					
GRI 102 General basic contents 2016	102-1 Name of the Organization	John Sisk & Son (Holdings) Ltd	CEO Letter																																																		
	102-2 Activities, brands, products, and services		About Sisk																																																		
	102-3 Location of the organization's headquarters.		Back of the Report																																																		
	102-4 Location of operations		About Sisk																																																		
	102-5 Nature of ownership and legal form		About this Report																																																		
	102-6 Markets served		About Sisk																																																		
	102-7 Scale of the organization		About Sisk																																																		
	102-8 Information about employees and other workers	<table border="1"> <thead> <tr> <th colspan="4">Under 30</th> <th colspan="4">30-50</th> </tr> <tr> <th colspan="2">Full Time</th> <th colspan="2">Part Time</th> <th colspan="2">Full Time</th> <th colspan="2">Part Time</th> </tr> <tr> <th>F</th> <th>M</th> <th>F</th> <th>M</th> <th>F</th> <th>M</th> <th>F</th> <th>M</th> </tr> </thead> <tbody> <tr> <td>58</td> <td>357</td> <td>2</td> <td>5</td> <td>129</td> <td>863</td> <td>27</td> <td>1</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="2">Over 50</th> <th colspan="2">Grand Total</th> </tr> <tr> <th colspan="2">Full Time</th> <th colspan="2">Part Time</th> </tr> <tr> <th>F</th> <th>M</th> <th>F</th> <th>M</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>*M:Male F:Female</p>	Under 30				30-50				Full Time		Part Time		Full Time		Part Time		F	M	F	M	F	M	F	M	58	357	2	5	129	863	27	1	Over 50		Grand Total		Full Time		Part Time		F	M	F	M						Leading on Responsible Business Practices	
	Under 30				30-50																																																
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	Over 50		Grand Total																																																		
Full Time		Part Time																																																			
F	M	F	M																																																		
102-9 Supply chain			About Sisk																																																		
102-10 Significant changes regarding the organization and its supply chain			About Sisk																																																		
102-12 External initiatives			Standards and Commitments																																																		
102-13 Associations membership			Memberships																																																		



# GRI Standards Index

## GRI 101: Fundamental 2016

GRI Standard	Disclosure	Page/Response	Section Page	Roadmap Theme
<b>Strategy</b>				
GRI 102 General basic contents 2016	102-14 Statement by decision-making senior executives		CEO Letter	    
	102-15 Description of key impacts, risks, and opportunities		CEO Letter	    
	102-16 Values, principles, standards and code of conduct		About Sisk / Leading on Responsible Business Practices	    
<b>Governance</b>				
GRI 102 General basic contents 2016	102-18 Governance structure		About Sisk	    
	102-20 Executive-level responsibility for economic, environmental, and social topics		About Sisk	    
	102-21 Consulting stakeholders on economic, environmental, and social topics		About Sisk	    
	102-22 Composition of the highest governance body and its committees		About Sisk	    
	102-27 Collective knowledge of the highest governance body		About Sisk	    
	102-29 Identification and management of economic, environmental, and social impact		About Sisk	    
	102-31 Assessment of economic, environmental, and social matters		About Sisk	    
	102-32 Role of the highest governance body in preparing sustainability reports	The board reviews and approves all the Company's Sustainability Reports.		About Sisk



# GRI Standards Index

## GRI 101: Fundamental 2016

GRI Standard	Disclosure	Page/Response	Section Page	Roadmap Theme
<b>Stakeholder Engagement</b>				
GRI 102 General basic contents 2016	102-40 List of stakeholders		About Sisk	
	102-41 Collective bargaining agreements		About Sisk	
	102-42 Identification and selection of stakeholders		About Sisk	
	102-43 Stakeholder engagement approach		About Sisk	
	102-44 Key topics and concerns raised		About Sisk	
<b>Reporting Practice</b>				
GRI 102 General basic contents 2016	102-45 Entities included in the organization's consolidated financial statements		About Sisk	
	102-46 Definition of reports' content and scope of subject matter		About this Report / About Sisk	
	102-47 List of all material aspects		About Sisk	
	102-48 Restatements of information	Our stated baselines for our 2030 Sustainability Roadmap for targets 1,2,10 and 11 have been updated since its publication to reflect the final financial position at the end of 2019.		
	102-49 Changes in reporting	Not applicable since it is the first Sustainability Report prepared by the organization.		
	102-50 Period of report		About this Report	
	102-51 Date of last report	Not applicable since it is the first Sustainability Report prepared by the organization.		
	102-52 Company report presentation frequency		About this Report	



# GRI Standards Index

## GRI 101: Fundamental 2016

102-53 Point of contact for report queries		About this Report	
102-54 Reporting statement pursuant to GRI standards		About this Report	
102-55 GRI content index		GRI Index	
102-56 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. Specific elements of the data reported herein have been subject to appropriate internationally recognised external validation, e.g., Achilles Carbon Reduce and Carbon Zero certification for our stated carbon disclosures.		

GRI Standard	Disclosure	Page/Response	Section Page	Roadmap Theme
<b>Material Topics</b>				
<b>Ethics and Transparency</b>				
GRI 103 Management approach 2016	103-1 Explanation of material aspects and coverage		Leading on Responsible Business Practices	
	103-2 Management approach and components		Leading on Responsible Business Practices	
	103-3 Assessment of management approach		Leading on Responsible Business Practices	
GRI 206 Anti-competitive behaviour	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	During 2021, there was no legal action taken for any breaches of any anti-competitive behaviour, anti-trust, and monopoly practice requirements.		
GRI 415 Public policy	415-1 Political contributions	During 2021, there were no contributions made to political parties or representatives.		
GRI 419 Socioeconomic compliance	419-1 Non-compliance with laws and regulations in the social and economic area	During 2021, there were no identified non-compliance with laws or regulations in the social or economic area.		



# GRI Standards Index

## GRI 101: Fundamental 2016

GRI Standard	Disclosure	Page/Response	Section Page	Roadmap Theme	
<b>Environmental Impact</b>					
GRI 103 Management approach 2016	103-1 Explanation of material aspects and coverage		Tackling Climate Change and Air Pollution / Caring for the environment		
	103-2 Management approach and components		Tackling Climate Change and Air Pollution / Caring for the environment		
	103-3 Assessment of management approach		Tackling Climate Change and Air Pollution / Caring for the environment		
GRI 302 Energy	302-1 Energy consumption within the organization		Tackling Climate Change and Air Pollution		
	302-2 Energy consumption outside the organization		Tackling Climate Change and Air Pollution		
	302-3 Energy intensity		Tackling Climate Change and Air Pollution		
	302-4 Reduction of energy consumption		Tackling Climate Change and Air Pollution		
	302-5 Reductions in energy requirements of products and servicesw	Information not available.		Caring for the Environment	
GRI 303 Water and effluents 2018	303-1 Interactions with water as a shared resource		Caring for the Environment		
	303-2 Management of water discharge-related impacts		Caring for the Environment		
	303-3 Water withdrawal	Information not available.			
	303-4 Water discharge	Information not available.			
	303-5 Water consumption		Caring for the Environment		
GRI 304 Biodiversity	304-2 Significant impacts of activities, products, and services on biodiversity		Caring for the Environment		



# GRI Standards Index

## GRI 101: Fundamental 2016

GRI 306 Effluents and waste	306-1 Water discharge by quality and destination	Information not available.		    
	306-2 Waste by type and disposal method		Caring for the Environment	    
	306-3 Significant spills	There were no significant spills, reportable to the regulators, which occurred across our sites during this period.		    
	306-4 Transport of hazardous waste		Caring for the Environment	    
	306-5 Water bodies affected by water discharges and/or runoff	Information not available.		    
GRI 305 Emissions	305-1 Direct greenhouse gas emissions (Scope 1)		Tackling Climate Change and Air Pollution	    
	305-2 Indirect greenhouse gas (GHG) emissions (Scope 2)		Tackling Climate Change and Air Pollution	    
	305-3 Other indirect greenhouse gas (GGG) emissions (Scope 3)		Tackling Climate Change and Air Pollution	    
	305-4 Intensity of greenhouse gas emissions		Tackling Climate Change and Air Pollution	    
	305-5 Reduction of GHG emissions		Tackling Climate Change and Air Pollution	    



# GRI Standards Index

## GRI 101: Fundamental 2016

GRI Standard	Disclosure	Page/Response	Section Page	Roadmap Theme	
<b>Enhancing Communities</b>					
GRI 103 Management approach 2016	103-1 Explanation of material aspects and coverage		Enhancing Communities		
		103-2 Management approach and components		Enhancing Communities	
		103-3 Assessment of management approach		Enhancing Communities	

# GRI Standards Index

## GRI 101: Fundamental 2016

GRI Standard	Disclosure	Page/Response	Section Page	Roadmap Theme
<b>Health, Safety and Wellbeing</b>				
GRI 103 Management approach 2016	103-1 Explanation of material aspects and coverage		Leading on Responsible Business Practices	
	103-2 Management approach and components		Leading on Responsible Business Practices	
	103-3 Assessment of management approach		Leading on Responsible Business Practices	
GRI 413 Local communities	403-1 Occupational health and safety management system		Enhancing Communities	
GRI 414 Suppliers Social Assessment	403-2 Hazard identification, risk assessment, and incident investigation		Enhancing Communities	
	403-3 Occupational health services		Enhancing Communities	
	403-4 Worker participation, consultation, and communication on occupational health and safety		Enhancing Communities	
	403-5 Worker training on occupational health and safety		Enhancing Communities	
	403-6 Promotion of worker health		Enhancing Communities	
	403-7 Prevention and mitigation of occupational health and safety impacts		Enhancing Communities	
	403-8 Workers covered by an occupational health and safety management system		Enhancing Communities	
	403-9 Work-related injuries		Enhancing Communities	
	403-10 Work-related ill health		Enhancing Communities	



# GRI Standards Index

## GRI 101: Fundamental 2016

GRI 404  
Training and Education

404-1 Average hours of training per year per employee



404-2 Programs for upgrading employee skills and transition assistance programs



404-3 Percentage of employees receiving regular performance and career development reviews



GRI 405  
Diversity and Equal Opportunity

405-1 Diversity among governance bodies and employees



**Representation of the Governance Body**

**By Gender**

Male 87.5%

Female 12.5%

**By age group**

Under 30 0%

Between 30-50 37.5%

Over 50 62.5%

405-2 Women vs. men basic salary and remuneration ratio



# GRI Standards Index

## GRI 101: Fundamental 2016

GRI Standard	Disclosure	Page/Response	Section Page	Roadmap Theme
<b>Quality Management</b>				
GRI 103 Management approach 2016	103-1 Explanation of material aspects and coverage		About Sisk	
	103-2 Management approach and components		About Sisk	
	103-3 Assessment of management approach		About Sisk	
GRI 416 Customer Health and Safety	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	During 2021, there were no incidents to report.		
GRI 417 Marketing and labelling	417-1 Requirements for product and service information and labelling	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 labelling	During 2021, there were no incidents to report.		
	417-3 Incidents of non-compliance concerning marketing communications	During 2021, there were no incidents to report.		



# GRI Standards Index

## GRI 101: Fundamental 2016

GRI Standard	Disclosure	Page/Response	Section Page	Roadmap Theme
<b>Innovation</b>				
GRI 103 Management approach 2016	103-1 Explanation of material aspects and coverage		Embracing Innovation and Digital Technology	
	103-2 Management approach and components		Embracing Innovation and Digital Technology	
	103-3 Assessment of management approach		Embracing Innovation and Digital Technology	
<b>Triple Bottom Strategy</b>				
GRI 103 Management approach 2016	103-1 Explanation of material aspects and coverage		About Sisk / Leading on Responsible Business Practices	
	103-2 Management approach and components		About Sisk / Leading on Responsible Business Practices	
	103-3 Assessment of management approach		About Sisk / Leading on Responsible Business Practices	
<b>Alliances and partnerships for development</b>				
GRI 103 Management approach 2016	103-1 Explanation of material aspects and coverage		Memberships	
	103-2 Management approach and components		Memberships	
	103-3 Assessment of management approach		Memberships	





# External Commentary

## External Commentary for Sisk's Sustainability report 2021

This is the first Sustainability Report for Sisk, Ireland's largest construction company and an international construction and engineering firm that employs 1800 people.

From this report, it is clear Sisk is serious about sustainability and has placed continuous improvement at the heart of their business strategy.

### Sustainability Governance Structure

The Sisk Board of Directors are accountable for setting the sustainability strategy with senior leaders designated for the delivery of specific elements. Economic, environmental, and social impacts, risks and opportunities are reviewed monthly by the Board, which is also advised by an External Sustainability Advisory Council tasked with challenging conventional thinking and making the case for adopting proactive positions on sustainability.

### Sisk's 2030 Sustainability Roadmap

We noted that stakeholder engagement forms a central element of Sisk's project design and construction schedule, necessitating ongoing consultation and the cultivation of relationships with employees, the local community, clients, end-users, supply chain partners, sub-contractors regulatory and professional bodies.

Informed by a 2020 Materiality Analysis of 'the most important economic, environmental, and social issues for the business', the Sisk 2030 Sustainability Roadmap has become the driving force for the company to build a

more sustainable and resilient business. This Roadmap is divided into five key themes: 1) Tackling Climate Change & Air Pollution; 2) Caring for the Environment; 3) Enhancing Communities; 4) Leading in Responsible Business Practices; and 5) Embracing Innovation and Digital Technology. Eight Working Groups oversee the operationalization of the Sustainability Roadmap, with each Working Group sponsored by a member of the Board.

### Notable Achievements

Visibly on their sustainability journey, achievements to date of Sisk towards their target of Net Zero by 2030 include a 15% reduction in absolute Scope 1, 2 & 3 emissions and a 30% reduction in energy consumption. We were interested to read that electricity reductions have been achieved from a range of measures such as the enhanced control of site temporary electrics and improvement in site welfare specifications including LED lights and intuitive heating controls. Plant telematics have been used to monitor and improve key energy performance indicators such as fuel consumption and idling time.

Sisk is also in the process of transitioning from diesel to the use of hydrogenated vegetable oil (HVO). We noted the trial and benefits learned of using electric vehicles on site as part of the 2021 Leeds Public Transport Investment Programme Corn Exchange Gateway Project.

91.8% of timber procured directly by Sisk is now Chain of Custody Certified; 97.7% of construction and demolition waste has been diverted from landfill. Embedding circular economy

principles into strategic business planning operations is a goal for 2023.

In 2021, Sisk also reached the target they had set themselves to be 'BIM Ready' as per the requirements of ISO 19650 (the international standard for managing information over the whole life-cycle of a built asset using Building Information Modelling (or BIM)). Sisk's service offering now includes their own off-site manufacturing business, Vision Built, that supplies a range of both 2D panelised and 3D volumetric components for clients. Sisk has also acquired a facilities management and small projects services business, Sensori FM.

### Supply Chain Management

With regard to their own suppliers, Sisk has set clear expectations on legal compliance and responsible business practices. We were interested to read that Sisk audit and assurance processes regularly verify compliance and specific action plans are prepared where issues requiring attention are identified.

Given the increasingly turbulent geo-political landscape and the potential impact on the sourcing of materials, we noted that Sisk is using predictive analytics to inform procurement decisions and to better manage supply chain risk.

### Diversity & Inclusion

We noted the achievement by Sisk of the Irish Centre for Diversity 'Investors in Diversity' Silver Standard. Sisk is also promoting careers in the construction industry and to this end has put in place a structured female mentoring programme to





# External Commentary

## External Commentary for Sisk's Sustainability report 2021

encourage the advancement of women in the company. They have also increased their number of Data Apprentices from two to six.

### Biodiversity

The commitment of Sisk to Biodiversity stood out in this report. Actions in Ireland include the planting of 110,000 native trees; being part of a collaborative project to protect the Hazel Dormouse and Red Squirrel populations; and working in partnership with Green Restoration Ireland to rewet 20 areas of bog.

### Certifications and Awards

Sisk has achieved an impressive array of awards and certifications, including ISO 14001, 50001, 90001, 19650 and 45001. Regarding the latter, we noted the development of an Occupational Health & Safety Leadership Programme to provide Sisk leaders with the knowledge, skills, and confidence to be "torch bearers" for the company's approach to safety; and that '4D digital rehearsals' have been introduced for projects to identify hazards and reduce risks in a safe preconstruction environment.

In 2021, John Sisk & Son and Sisk Rail were awarded two Royal Society for Prevention of Accidents (RoSPA) Health & Safety Awards. We also noted the roll-out of the 'I Am Here' Mental Health Programme in Sisk that focuses on developing informed peer support.

### Concluding Note

Aligned with the UN SDGs and prepared in accordance

with the core option of the GRI Standards, transparent communication forms a key element of Sisk's 2021 Roadmap Building Today, Caring for Tomorrow, that includes their ambition to be Net Zero by 2030 and features 21 targets. Next year we will be interested to read the further progress made on the double materiality approach as well as key targets in areas such as absolute carbon emission reduction, material sourcing, diversity and inclusion and the engagement of suppliers on all of these topics, but particularly the due diligence processes applied to the mitigation of the risk of modern slavery given the high propensity for this to occur in the construction sector, the increased need for supplier awareness-raising and collaboration to tackle the issue and the EU legislation on corporate due diligence coming down the line.

On carbon reduction, we recommend that Sisk develop and publish a clear roadmap to "carbon neutral without offset by 2030", as stated by the CEO in their introduction, focusing on the most material impact dimensions, with externally verified and ideally science-based targets and disclosures. We also recommend Sisk engage in industry wide initiatives to develop and share best practices for the industry. We look forward to reading about the outcomes of the Water Stewardship Programme and the new structured approach to water conversation on all Sisk Sites.

While this report features a number of case studies, internal and external testimonials, we would welcome the inclusion of more of these next year, describing in more detail the issue that Sisk sought to address and how it has been able to

draw on the company's capability, focus on innovation and considerable expertise to bring about the most optimum and sustainable solutions for clients.

### Tomás Sercovich

CEO

Business in the Community Ireland

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