



John Sisk & Son

Gender pay gap report

IRELAND | 2023

Foreword from our CEO

Sisk is a family-owned business operating for over 160 years. We are underpinned by our core values of Care, Excellence and Integrity which sit at the heart of who we are and how we treat our people.

Our commitment to a safe, engaged and inclusive workplace is fundamental to how we operate, and we will be restless in seeking and taking opportunities to improve.

The gender pay gap report represents an important annual statement of our progress to address the challenges of gender pay and gender balance within Sisk.

We are acutely aware of the challenges we, along with the construction sector, have in consistently attracting, retaining and promoting women within our organisation. This represents a significant missed opportunity of untapped talent that we are working hard to address through collective effort.

Paul Brown
CEO



Paul Brown

Our Gender Pay Gap Report 2023



Equal Pay

As an employer, Sisk provides equal pay to men and women who are undertaking the same role. We monitor this regularly to ensure that parity is maintained.



Our Gender Pay Gap

The gender pay gap shows the difference in the average pay between men and women in our company. The gender pay gap results from gender imbalance. By this we mean, having fewer women in senior roles relative to men.



Key Cause of our Gender Pay Gap

Like so many other construction companies, the key driver of our gender pay gap is the challenge we face to attract females into the sector, and retaining them throughout their career. This results in fewer females in senior positions than we would like. However, it is more complex than that.



Our Plan to Close the Gap

We are committed to taking a leading role to encourage the next generation of talent, particularly young females, to pursue a career in construction. We will also do all that we can to retain and advance our existing female employees. This is the only sustainable way to address the gender pay gap in the long term, both in our sector and in our company.

Pay Gap



Is the **difference** in average pay between two groups in a workforce.

Equal Pay



Is paying the **same** to all employees for undertaking the same or similar work.

Bridging the Gap - Our Approach to Address the Gender Pay Gap

Our goal is to ensure that inclusion is part of the fabric of our business and that our culture and environment allows all individuals to thrive and contribute to our success without barriers.

As part of our first Gender Pay Gap Report published in the UK in 2017, we developed a comprehensive gender action plan across the Sisk Group. This plan sets out immediate and longer-term initiatives to attract females to the construction sector and to Sisk, and to ensure a level playing field to support female progression. Our updates and activities in these areas are set out below.



01

Ensure a Zero Philosophy towards pay inequality

Our goal is to provide equal pay to employees engaged in similar work. We will constantly audit pay across our employee population to ensure gender pay parity is maintained.



02

Attract Females to Sisk

Sisk is an equal opportunities employer. We believe in appointing the best candidate to the job.

At present, 19% of our total workforce is female, with 16% in Ireland.

Our target for our early careers population (graduates, interns, and apprentices) is a minimum of 25% female. Our 2023 intake was 25% female. We will continue our efforts in 2024.

We recognise the importance of visibility of role models to challenge the traditional view of construction careers. We continue to find ways to spotlight and celebrate our female colleagues and their successes through platforms such as Construction Magazine, and any other relevant external channels. We continue to support STEM events and have an extensive school and colleges outreach programme.

Sisk continues to move towards a more equitable and inclusive workplace. During 2023, we engaged in the Irish Centre for Diversity accreditation process where we retained the Investors in Diversity Silver award. This award measures the cultural experience by capturing the voice of our people to understand their sense of fairness and belonging. We have prioritised a number of actions arising from this process such as:

1. Improve communication on all EDIB activities both internally and externally.
2. Host sector specific round table discussions with clients to encourage them and share best practice.

03

Level the Playing Field

Once on-board, we have also developed a range of initiatives to help our employees, both male and female, to “build careers with no limits”, in line with our Breaking New Ground Strategy at Sisk.

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

We will continue to drive the initiatives we called out in previous years and in 2024 we will look at the following:

Continue our internal female mentoring programme that was successfully launched in 2021 to develop, coach, support and sponsor females throughout their careers. A cohort of 11 pairs commenced in December 2022 and have attended development workshops during 2023 as part of the programme.

Continue our company-wide Inclusive Behaviour awareness programme to educate our people on the impact language and bias can have on the culture of the organisation. 56% of our colleagues have completed the programme to November 2023.

We are leveraging our Building Gender Balance Network Employee Resource Group (ERG) to identify and drill down into the barriers that our female colleagues are facing. We will listen to our people and tailor our activities for the year ahead.

We have also established our LGBTQI+ ERG, True Colours, and we plan to become more focused on intersectionality, how it impacts our female colleagues, and take the necessary, identified actions.

Run gender balance checks during succession planning and development programmes selection processes.

Continue to build on the range of enhanced family leave benefits on offer to all our people. For many of us, family is the anchor that keeps us grounded. As a family owned business, we understand this better than most. Therefore, we plan to add to our enhanced leave options currently available to all colleagues, to enable them to make more time for life. For example, fertility support, parents leave and carers leave.

Take steps to understand and remove any evidence of bias from any stage of our people life cycle. This will further support equitable progression for all our people. We will offer training to all our hiring managers as the first step in this process.

We have taken a progressive leap forward through the launch of our Inclusion and Belonging Compass. This sets our our direction of travel under a number of key priority areas for the period of 2023-2025. The priority areas are:

- Leadership and Accountability
- Operational Excellence
- Learning and Education
- External Impact on EDI
- Communication
- Recruitment, Retention and Development

We are bringing about greater pay transparency. We have a roadmap in place to ensure that we will be fully compliant with the European Union Pay Transparency Directive which comes into law in 2026. We will be compliant with each of the measures by this date, if not before.



Attract Females to the Sector

Our long-term goal remains to drive a sustained improvement in female participation and progression in our business, as well as the wider construction sector.

We will continue and expand our approach to school outreach and the promotion of STEM opportunities in the construction sector via the STEM Ambassadors programme set up in 2020.

Participating in STEM Female events provide an opportunity for our female role models to share their career success stories. We will continue to look at opportunities to do this throughout 2024.

We are also looking at ways to involve the next generation. As such, we will explore a “Bring your Child to Work Day” initiative and help to educate them on the range of careers open to them in this sector.

Our Gender Pay Gap Data Ireland

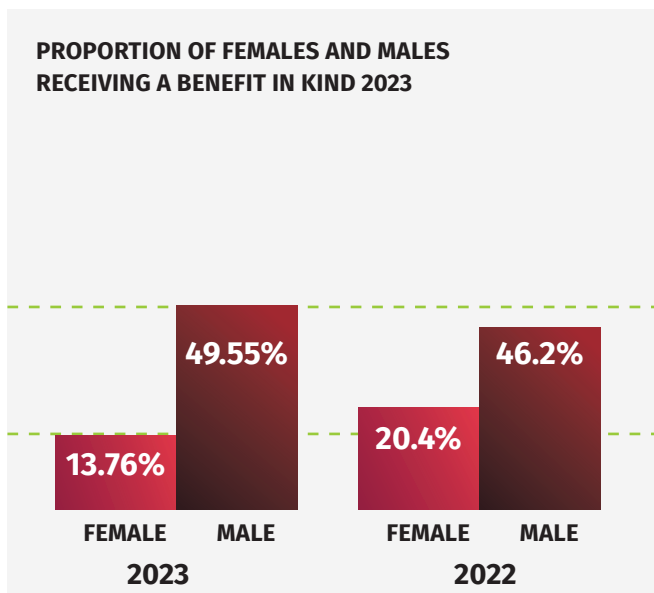
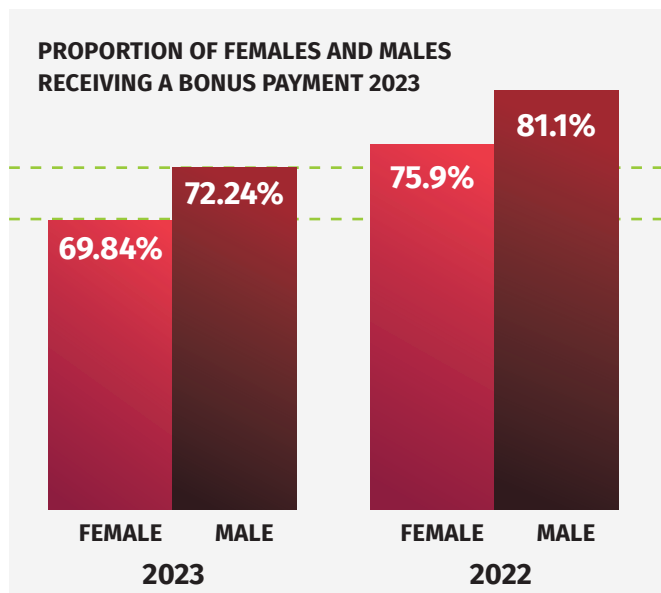
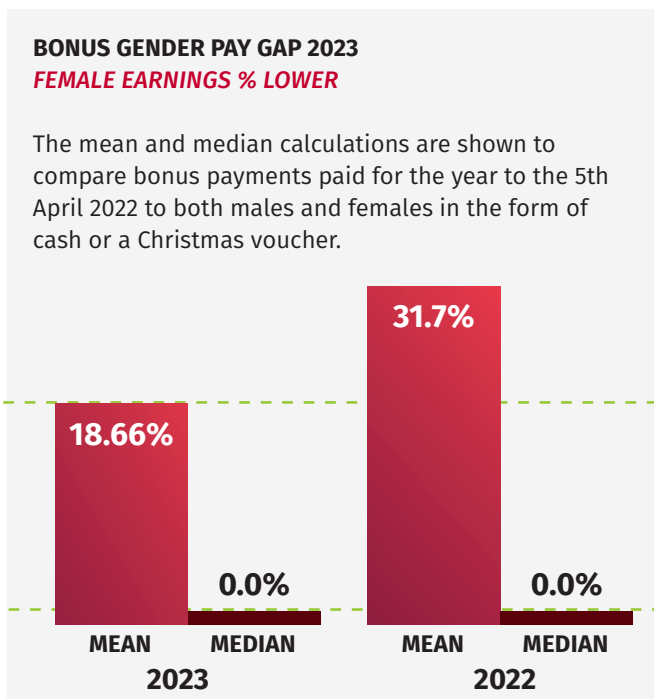
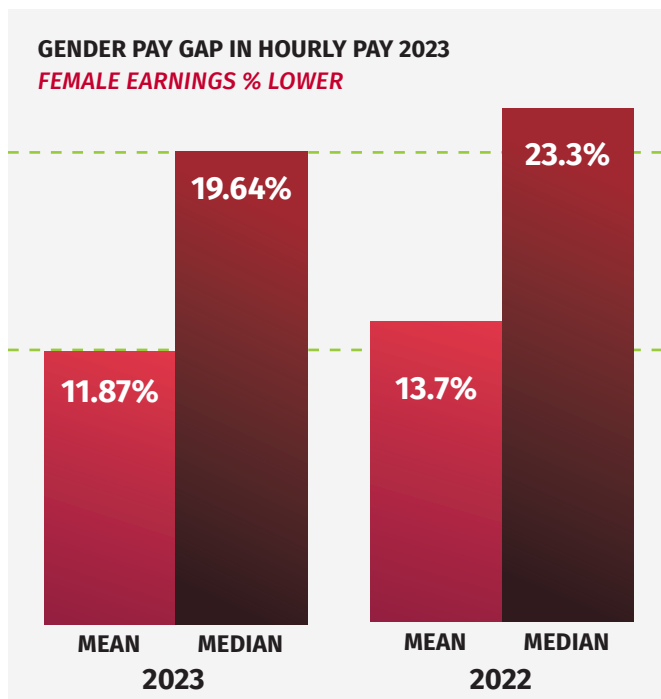
The Gender Pay gap shows mean and median hourly full-pay difference between males and females in Sisk.

At Sisk, we have seen a slight improvement of our gender pay gap for 2023 compared to 2022. Our **mean pay gap** in favour of men has slightly reduced from 13.7% to 11.9%, and our **median pay gap** has reduced from 23.3% to 19.6%.

For **bonus payments**, while there has been no median bonus pay gap between men and women, there has been a mean bonus pay gap in favour of men which has reduced to 18.7% in 2023, down from 31.7% in 2022. And while a slightly smaller proportion of women than men have received a bonus in 2023 (69.8% vs. 72.2%), this difference has reduced compared to 2022 (75.9% vs. 81.1%).

The proportion of women receiving a **benefit in kind** (e.g. company car) has been lower compared to men (13.8% vs 49.6%) in 2023. This gap has widened since 2022 when 20.4% of women and 46.2% of men received a benefit in kind.

The slight shift in our **gender distribution by quartile** from 2022 to 2023 explains the slight reduction of our gender pay gap. The proportion of women versus men in the three higher pay quartiles has slightly increased since 2022.



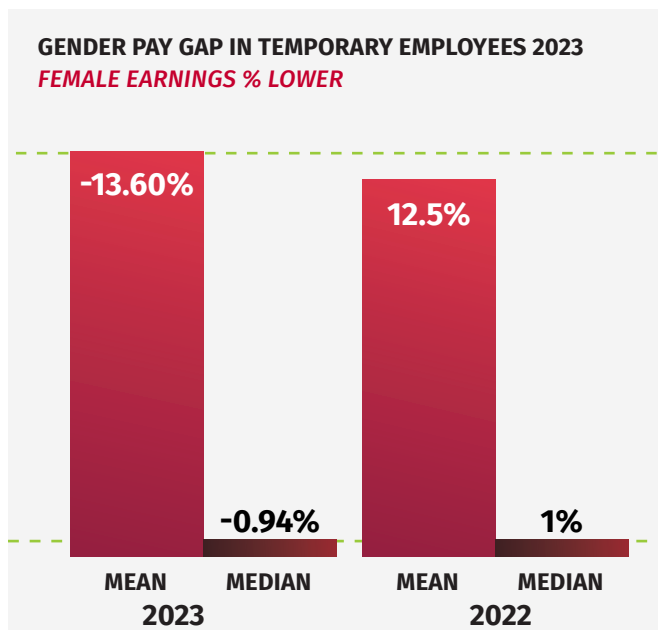
GENDER DISTRIBUTION BY QUARTILE 2023

	Female	Male
Top Quartile	9.97%	90.03%
Upper Middle Quartile	10.63%	89.37%
Lower Middle Quartile	22.74%	77.26%
Lower Quartile	20.14%	79.86%

	Female	Male
Top Quartile	7.7%	92.3%
Upper Middle Quartile	6.5%	93.5%
Lower Middle Quartile	18.0%	82.0%
Lower Quartile	20.3%	79.7%

2023

2022

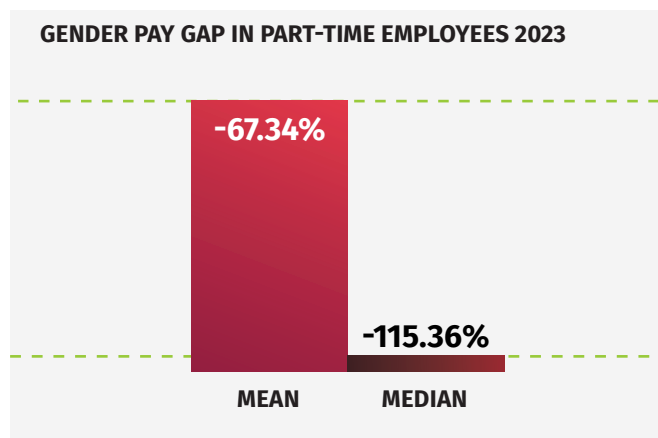


Why do we have a gap?

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

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

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



Understanding the Figures

Hourly Pay refers to the difference in total earnings between males and females on a mean (average) and median (middle ranking) basis. The calculation includes everyone, not just those formally paid by the hour. A positive percentage indicates a gap in favour of males, while a negative percentage indicates a gap in favour of females.

Bonus Gap refers to the gap between males and females on the value of all bonus items taken together. A positive percentage indicates a gap in favour of males, while a negative percentage indicates a gap in favour of females.

Bonus sets out the proportion of males and of females who receive any form of bonus. Bonuses for this purpose includes the Christmas voucher.

Benefits in kind sets out the percentage of our people who are in receipt of non-cash benefits of monetary value – for example a car allowance.

The lower quartile sets out, in respect of the lowest paid quarter of our people by hourly remuneration, what percentage are males and what percentage are females.

The upper quartile sets out, in respect of the highest paid quarter of our people by hourly remuneration, what percentage are males and what percentage are females. The same logic applies to the lower middle quartile and the upper middle quartile.

An Inclusive Culture where everyone can progress

My name is Sarah Melody. From a young age my interest in Lego and K'nex set me on a career path in construction. I started on site as a student engineer aged 19 and loved it. It was not plain sailing embarking on a career as a woman in a male dominated industry.

However, the change I have witnessed and experienced in the industry, and more specifically the commitment to change I have seen by Sisk (and others) to address the systemic pay imbalance, truly shows there is genuine momentum towards parity.

When I watch my three-year-old daughter build her Lego towers it makes me think about what the industry will be like when she decides on her career path. Making the industry fit for her, if she wishes, and other young aspiring engineers, motivates me to continue working hard to create the most inclusive industry I possibly can.

The greatest support throughout my career has undoubtedly been mentorship. I have been fortunate enough to find brilliant female and male role models who provided me with invaluable advice, challenges, and opportunities. This has empowered me to be myself at work every day and I hope that I can pay this forward to the next generation through mentorship and advocacy.



Sarah Melody
Regional Design Manager

My Name is Catrina -Al-Hajj, I am the Regional Design Manager for Ireland.

I made the move from Architecture to Design Management early in my professional career, having worked closely with a Main Contractor as part of their D&B Architects team in Scotland. I quickly realised that the Main Contractor space was the right environment for me, I found that the practical experience gained was an invaluable part of developing my skillset and furthering my career.

Over the last 17 years my experience spans across multiple sectors and geographies, I have lived and worked in the UK, Middle East, and Ireland and over those periods have experienced first-hand the limitations that can be placed on women and working mothers in the workplace and that ever present glass ceiling. My time in the Middle East was very much an environment where the policies in place did not support progression or flexibility and what was available was very limited.

Now working with Sisk, the business's dedication to addressing the gender pay gap is evident and it is important to support those who are actively involved in changing policies and procedures to ensure that we do have an environment that values diversity and champions equal opportunities for all employees. The open dialogue that Sisk are promoting is working towards fostering a culture of inclusion and empowering women on their professional journeys.

I am a working mother with three young children and since returning to Ireland and joining Sisk in 2021 as a Senior Design Manager I have progressed to the Regional Design Manager for Ireland; I have been encouraged and supported on that journey and I am proud to be a part of the Design Management leadership where we have a 50/50 gender split on the team.



Catrina -Al-Hajj
Regional Design Manager



About Sisk

Sisk is an international construction and engineering company which places a strong emphasis on performance, quality, teamwork, and a “hands-on” management approach to ensure client satisfaction. Family ownership for five generations has set the tone and we live by our values of Care, Integrity, and Excellence. We have been Building Excellence for over 160 years by delivering great projects that help create places for future generations.

Our people are key to our success and attracting, developing and retaining great people in Sisk is one of our most important priorities. Our efforts in this space are designed to ensure that we have a workplace that is welcoming to all and where people can be their whole selves and where they're valued for their contribution and for both what they do and how they do it.

We are committed to creating this environment and to addressing the gender pay gap and female representation across the company. We will continue to work hard to address our pay gap and the attached plan will form part of our overall people and culture strategy for 2024 and beyond.





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