



Established 1859



John Sisk & Son Ltd.

# Gender pay gap report

UNITED KINGDOM | 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 relentless 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

Our target is 100% pay parity for all employees engaged in similar work. Our commitment is that pay equality will continue to be reviewed regularly to ensure that gender parity is maintained. We are absolutely committed that pay inequality will in no way contribute to the gender pay gap in Sisk.



## 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 Sisk. 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, 19.8% of our total workforce is female.

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 the 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 LinkedIn, Construction News, and other relevant external channels.

Our Equality, Diversity, Inclusion and Belonging Steering group, our 'Building Gender Balance Network' group and our annual employee survey are sources of feedback and ideas how to strengthen our gender balance. This is complemented by ongoing reviews to have family-friendly policies and other aspects of an attractive workplace.

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 identified in previous years and in 2024 we will look at the following:

- Widen the opportunities to work with an internal mentor to support career development.
- After the majority of our employees have completed this programme during 2023, continue to run our Inclusive Behaviour awareness programme in 2024 and cover our new starters. A new programme on inclusive leadership will also be launched.
- 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 LGBTQIA+ 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 out 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



## 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.

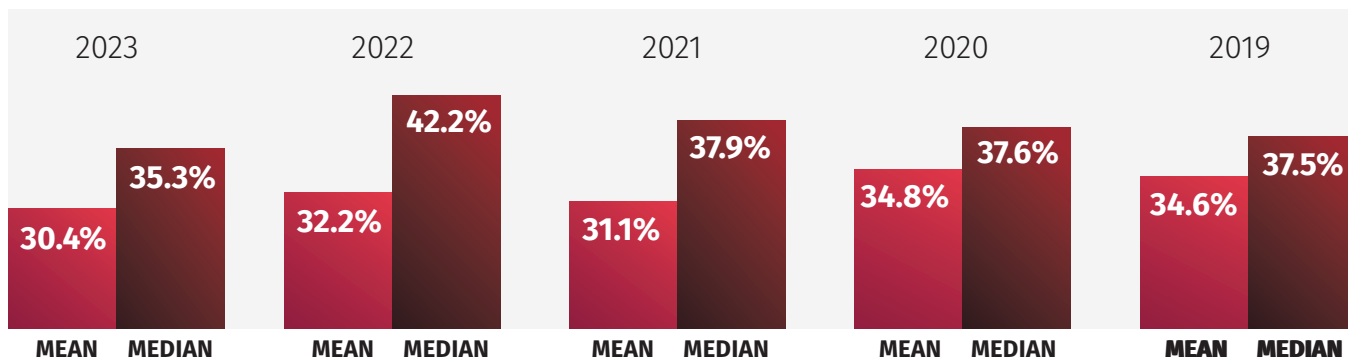
We are also looking at ways to involve the next generation. As such, we will explore a “Bring your Child to Work Day” initiative and help to educate them on the range of careers open to them in this sector.

# Our Gender Pay Gap Data UK

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

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

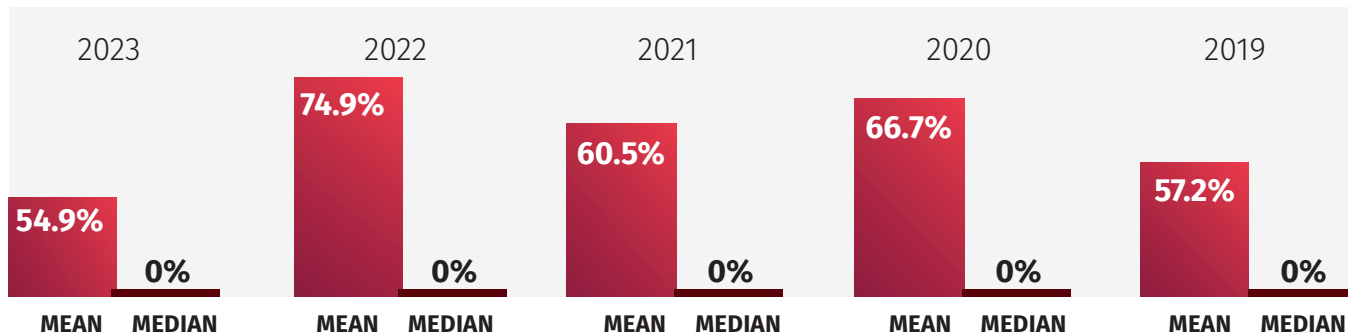
At Sisk, we have seen a slight improvement of our gender pay gap measures 2023 compared to the previous years. Our mean pay gap has slightly reduced from 32.2% to 30.4%, and our median pay gap has reduced from 42.2% to 35.3%.



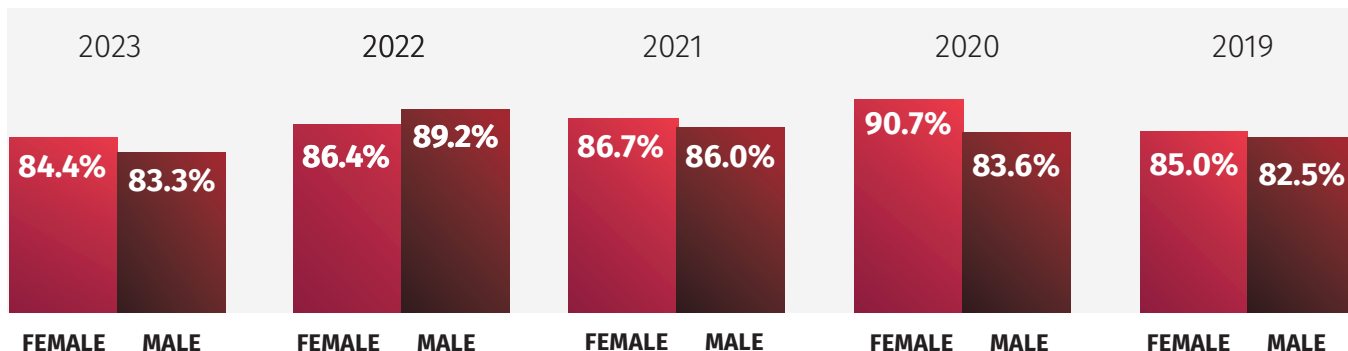
## BONUS GENDER PAY GAP *FEMALE EARNINGS % LOWER*

The mean and median calculations are shown to compare bonus payments paid for the year to the 5th April 2023 to both males and females. The proportion of both male and females receiving a bonus/incentive payment in the form of cash, other one off payment or Christmas voucher.

For bonus payments, while there has been no median bonus pay gap between men and women, there has been a mean bonus pay gap which has reduced to 54.9% in 2023, down from 74.9% in 2022. Different to 2022, a slightly larger proportion of females (84.4%) than males (83.3%) received a bonus or other one-off payment. This is due to the number of starters and leavers between bonus payments being made and the snapshot day of this Gender Pay Gap report



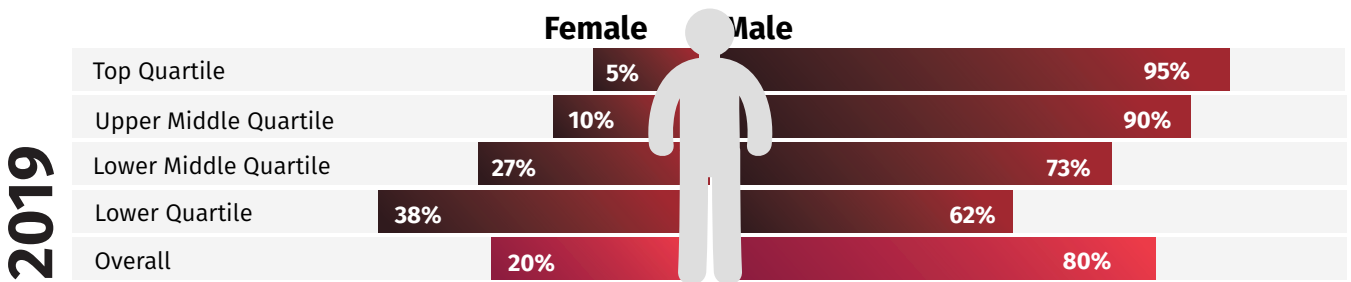
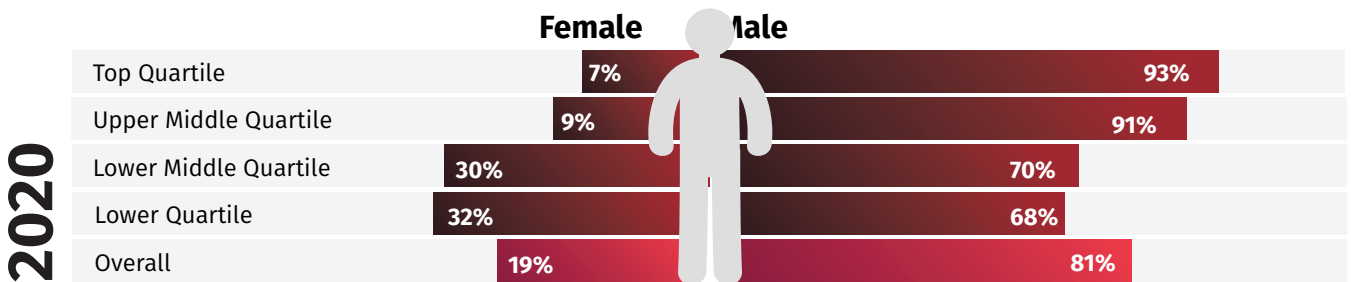
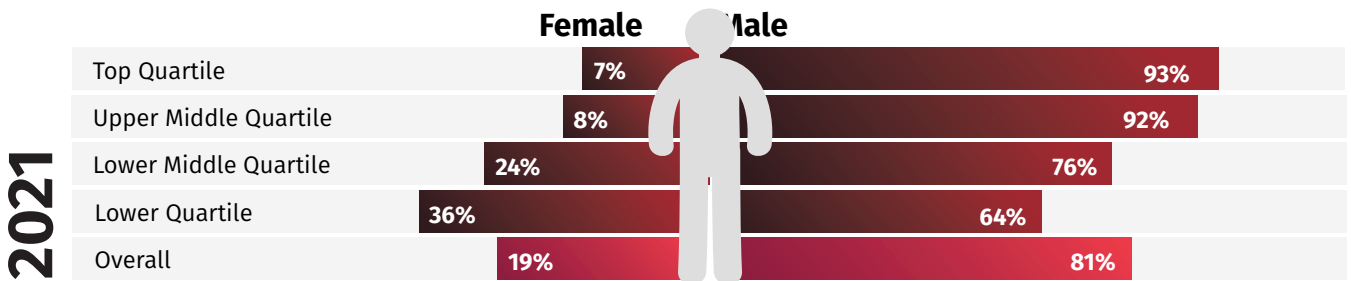
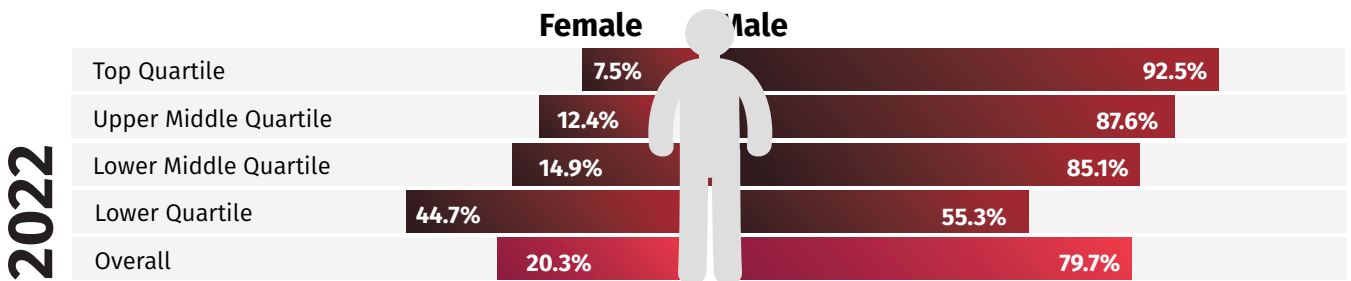
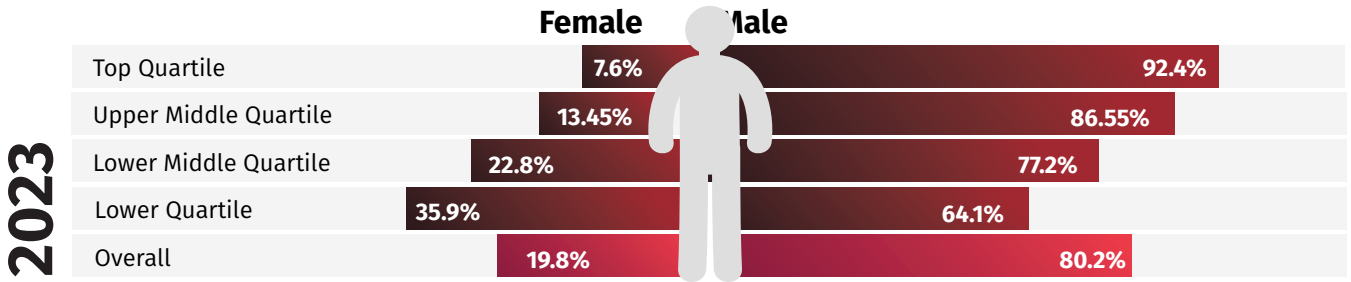
## PROPORTION OF MALES AND FEMALES RECEIVING A BONUS PAYMENT



# Our Gender Pay Gap Data UK

## GENDER DISTRIBUTION BY QUARTILE

We have seen a slight shift in our gender distribution by quartile from 2022 to 2023, with slightly stronger representation of females in the upper three quartiles than before. We saw the largest change in the Lower Middle Quartile moving from 14.9% to 22.8% females after some external hires in middle management positions such as, but not limited to, Senior Engineers, Design Managers and Quality Managers.





# An Inclusive Culture where everyone can progress

**My name is Karen Flanagan.**

**I am a Senior Commercial Manager in our Sisk Rail business.**

I successfully completed my Bachelor's degree in Quantity Surveying through part-time study over a five-year period. Throughout this time, I balanced the demands of academic coursework with the responsibilities of parenthood and full-time employment.

I joined Sisk in 2015 as a Quantity Surveyor, managing a portfolio of projects valued at £6 million. Since then I have progressed to the role of Senior Commercial Manager within the Rail business. In this role, I oversee projects totalling £60 million and lead a team of 30 fantastic individuals.

In addition to my operational responsibilities, I hold influential positions as a member of both the Rail Senior Leadership Team and Rail board. These roles afford me the opportunity to contribute strategic insights, drive decision-making processes, and advocate for diversity and inclusion within the organisation. As a woman in leadership, I am passionate about fostering an environment where diverse perspectives are valued and celebrated.

Throughout my career, I have been fortunate enough to have had the support of colleagues and mentors who have championed my progression and provided invaluable development opportunities. Their guidance and encouragement have been instrumental in shaping my professional trajectory and fuelling my ambition to reach new successes. As I continue in my career, I remain committed to pushing boundaries, challenging stereotypes, and inspiring the next generation of women in the field.



**Karen Flanagan**  
Snr Commercial Manager

**My name is Nidaa Alazmeh.**

**I am a BIM Lead for our UK North business.**

I joined Sisk in 2018 as a Building Information Modelling (BIM) Engineer on the Circle Square project in Manchester. My day-to-day job was to implement and manage BIM and digital technologies on the scheme.

Soon after I joined, I started my engagement with our Social Value team and started visiting schools and colleges delivering sessions about working in construction and sharing my passion for technology in construction. Since I started this involvement with Social Value activities, I feel myself in a mission to encourage more females to consider studying STEM subjects and join the industry.

During my last 6 years at Sisk, I have felt very well supported as a female, this support was shown through internal opportunities, training and personal development opportunities, networking and events, and many other different ways enabling me to push all the boundaries and get to a manager position and then a Lead position.

Currently, I am a BIM Lead for our UK North business, where I work closely with all our project teams, the preconstruction team, and the digital delivery team. During my day-to-day activities, I get the opportunity to work and connect with many of our female colleagues and I always feel inspired by their personal stories and career paths. I am still involved in supporting our Social Value mission and our Sisk Equality, Diversity and Inclusion strategy. I am also an advocate for women in construction and I have participated in relevant industry events.



**Nidaa Alazmeh**  
BIM Lead

# An Inclusive Culture where everyone can progress

**My name is Tracy Galligan.**

**I am a Senior Commercial Manager in our UK Civils business.**

I graduated in 2006 with a BSc (Hons) degree in Construction Economics & Management (Quantity Surveying) from the Dublin Institute of Technology (now TU Dublin). My career in the industry started in 2005 in Ireland working as a Quantity Surveyor on some major civil engineering infrastructure projects.

During my early career I obtained my professional chartership from the Society of Chartered Surveyors and the Royal Institute of Chartered Surveyors. Following the economic downturn in Ireland in 2010, I moved to Poland to work on a new motorway construction required for Poland to host the UEFA Euro Football Championships in 2012. When an opportunity arose to work in the UK, I was eager to take the role as Senior Quantity Surveyor. I've remained in the UK for over 11 years and been fortunate enough to work on a range of key infrastructure projects including bypasses, junction improvements, public realm schemes, etc.

Sisk have continually supported my development since joining the business in 2018, giving me the opportunity to take part in our leadership programme Elevate Lead and more recently, Elevate Inspire, and providing me with the opportunity to commercially manage numerous high value projects. All of this has been fundamental to my progress from Senior Quantity Surveyor when I joined the company to my current role as Senior Commercial Manager for UK Civils in the North, serving on the UK Civils Board.

What I've found working at Sisk, and particularly in UK Civils, is that attracting more women into roles in the construction industry isn't just a goal, it is a fundamental aspect of our core values. Sisk prioritise diversity and inclusion at every level and recognise the contribution women make in the construction industry.



**Tracy Galligan**  
Snr Commercial Manager



**Jessica Wilson**  
Section Engineer

**My name is Jessica Wilson.**

**I am a Section Engineer in our UK Civils business.**

As a child I fell in love with Physics, Maths and Lego; so the obvious option was to start in Civil Engineering. I ended up getting myself on the ICE (Institution of Civil Engineers) Quest Undergraduate scheme with Morgan Sindall, which meant I got to work in different sectors for all of my summer breaks from university. It allowed me to gain experience in water, nuclear, aviation and highways.

I sat in a university class of over 120 students with 8 female students, and then went to site where in my first project there were 50 people and I was the only female. This empowered me to help increase the number of women in the industry by attending schools and universities to encourage more students to pick up engineering and realise that there are lots of roles in the construction industry.

In 2021 I joined Sisk and its UK Civils business area working in the South; I am now on my second project and my aim is to keep increasing the number of females in the industry which I believe starts with instilling the passion in young girls at school. I have moved up the career ladder and Sisk are supporting me to complete my chartership by the end of this year. My aim is to keep climbing the ladder and encourage more women moving into the upper levels in the industry.

# Declaration

**We Confirm that our Data has been calculated in accordance with the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017**



**GER PENNY**  
CHIEF FINANCIAL OFFICER



**SEAN FITZPATRICK**  
HR DIRECTOR

## On behalf of

John Sisk & Son Ltd., 1 Curo Park, Frogmore, St. Albans, Hertfordshire, AL2 2DD, United Kingdom

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 providing 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 are 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 which is part of our overall people and culture strategy for 2024 and beyond.

