



Gender Pay Gap Report 2024

Ireland and UK



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A message from our CEO

Sisk is an innovative international construction and engineering company. We are a family-owned business with a 165-year history. Our core values of Care, Integrity and Excellence, sit at the heart of who we are and how we treat our people.

People and Culture is our number one priority and is central to our Group Strategic Plan, “Breaking New Ground”, which is our response to the ever-changing world around us. Launched in 2023, the strategy sets out our commitment to taking action and collectively influencing positive change in our organisation, industry, and wider society. At its core, the strategy is focussed on ensuring that we have the right people and culture in place to facilitate the mindset shift now required of our industry.

In tandem with our strategy, we launched our Inclusion and Belonging Compass, which marked the start of a new chapter in our commitment to supporting an improved sense of inclusion and belonging for all. At Sisk, we have a strong and genuine ambition to be the best possible employer we can be, with an authentic and inclusive culture, where all employees can

perform, progress and succeed. We are committed to fostering a culture of equality, diversity, inclusion and belonging (EDIB) and embedding EDIB across our business.

This gender pay gap report, which covers our people employed in both Ireland and the UK, 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. We are taking positive and proactive steps to tackle that challenge and to create an inclusive culture attracting talent from diverse backgrounds that can thrive at Sisk.

We welcome the opportunity to report on our gender pay gap and be held accountable for our continued focus on gender equality.

Paul Brown
CEO



In 2024, we were delighted to be awarded the Irish Centre for Diversity's Investors in Diversity Gold accreditation which recognises the progress and achievements of our EDIB work against an independent standard. But our commitment doesn't end there; In Ireland we recently signed the Business In The Community's Elevate Inclusive Employer Pledge, which supports businesses to build more inclusive workplaces. The ultimate ambition of this initiative is for a workforce that is representative of all members of society. We are also members of the 30% Club, a global campaign supported by Board Chairs and CEOs of medium and large organisations, committed to achieving better gender balance at leadership levels and throughout their organisation, for better business outcomes. In the UK we recently signed the Chartered Institute of Building's Diversity and Inclusion Charter, which demonstrates our commitment to championing EDIB in our organisation and industry.

Introduction

As we present this year's Gender Pay Gap Report, we recognise the importance of transparency and accountability in our journey towards greater gender equity.



My name is Yetunde King and I joined Sisk in 2021 on the Graduate programme as a Civil Engineer after completing a year-long placement with Sisk during my university studies. I am now an Assistant Planner working in the UK North Business Unit.

As a young girl I looked up to my mum who was a civil engineer. Having that representation of a female civil engineer so close to me normalised my curiosity in construction and engineering and inspired me to pursue civil engineering. This is why gender balance is important to me. Representation inspires people who look like you to succeed.

It is also one of the main reasons why I attend schools and universities regularly to encourage women to pursue engineering. And having a diverse team brings varied perspectives to the industry which can lead to increased collaboration and creativity.

This is why being part of the EDIB Steering Group is important to me. I want to create a diverse work environment where everyone from any background feels safe to work and are encouraged to be themselves.



Yetunde King
Assistant Planner

Despite our efforts, in 2024 our gender pay gap in both jurisdictions has increased. This is a disappointing outcome, and it is important to understand what drives this continued gender pay gap to initiate targeted actions to address this effectively.

From our analysis, we understand that the key driving force behind our gender pay gap is the current structure of our workforce. In line with trends across the wider construction industry, we have fewer women in our business, and the representation of women in senior level and executive roles is relatively low.

These more senior (and consequently higher earning) roles are predominantly held by men, which has a direct negative impact on our gender pay gap. While we have seen some positive shifts such as an overall increase in the representation of women in our workforce, and a small increase in the number of women in the top pay quartile, this is outweighed by the higher number of women in our lower pay quartile, resulting in an increase in our gender pay gap. This is not inevitable nor is it acceptable. Our industry has made strides, yet the gender pay gap remains a challenge – one that requires not only analysis, but also a commitment to long-term action. Closing the gap is essential to reflect our core values and build a stronger, more resilient business driven by diverse talent and perspectives.

The data in this report highlights areas of progress as well as ongoing challenges. It also reinforces our determination to accelerate change.

We are committed to taking progressive, intentional steps to close the gap, including targeted strategies to attract and promote more women to senior level roles within our organisation, based on merit.



As we look ahead, our focus will be on increasing the impact of the various initiatives that we have in place, creating and implementing new EDIB measures, and closely tracking progress. Addressing our gender pay gap is not a quick fix; it is a journey that requires reflection and bold action, and we are committed to this journey with intention and resolve.



Jost Wahlen, Head of Learning, Leadership Development, and Inclusion.



Amy Martin, Equality, Diversity and Inclusion Partner

What is gender pay gap reporting?

Under gender pay gap legislation in Ireland and the UK, certain companies are required to report their gender pay gap between male and female employees.

The gender pay gap takes mean and median hourly pay across all employee roles and levels and compares the mean/median for women against the mean/median for men. If there is a difference one way or the other, that difference is called a gender pay gap.

The gender pay gap is not about equal pay for equal work (which is a legal requirement in Ireland and the UK) and the existence of a gender pay gap does not infer that one gender is paid more for work of equal value. Instead, it is typically (in our industry) the result of the underrepresentation of women in more senior, higher-earning roles in an organisation.

Equal pay v Gender pay gap



Equal Pay

A legal requirement that men and women in the same employment performing equal work must receive equal pay.



Gender Pay Gap

A measure of the difference between men's and women's mean and median earnings across an organisation expressed as a percentage of men's earnings. A positive percentage indicates a lower mean or median pay for females, a negative percentage indicates a lower mean or median pay for males.

Gender pay gap explained – the importance of representation

For illustrative purposes, we would like to demonstrate (using simplified and fictional figures) how a gender pay gap can arise, even when men and women are paid equally for performing the same roles. In such a scenario, an unequal distribution of men and women across different levels of seniority within an organisation can result in a gender pay gap. As our example illustrates, when men and women receive equal pay for equal work and are equally represented in junior and senior roles, there is no gender pay gap.

However, when the distribution of men and women at different levels is unequal, this causes a disparity, and a gender pay gap arises. This highlights the importance of representation to ensure equality within the workplace.

Scenario 1:

Equal number of men and women employed in the business, with equal representation of men and women in senior and junior positions where all senior and junior positions are paid the same.

Pay at level	Women	Men
Senior (€50/hour)		
Junior (€25/hour)		
Mean Pay	$(€50 \times 5 + €25 \times 5) / 10$ = € 37.5/hour	$(€50 \times 5 + €25 \times 5) / 10$ = € 37.5/hour
Gender Pay Gap	There is no difference in the mean pay between men and women	

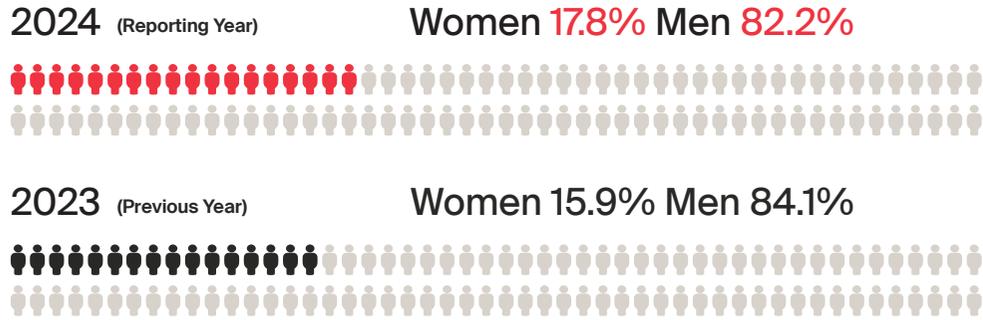
Scenario 2:

Equal number of men and women employed in the business, with unequal representation of men and women in senior and junior positions where all senior and junior positions are paid the same.

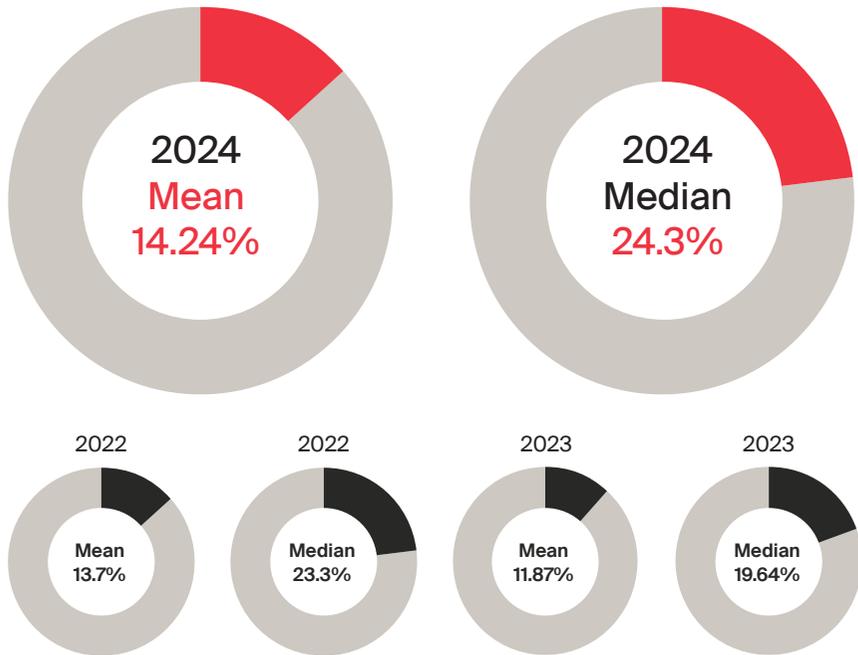
Pay at level	Women	Men
Senior (€50/hour)		
Junior (€25/hour)		
Mean Pay	$(€50 \times 2 + €25 \times 8) / 10$ = € 30/hour	$(€50 \times 8 + €25 \times 2) / 10$ = € 45/hour
Gender Pay Gap	There is a 33.3% difference in the mean pay between men and women	

Our gender pay gap data

Gender representation Ireland



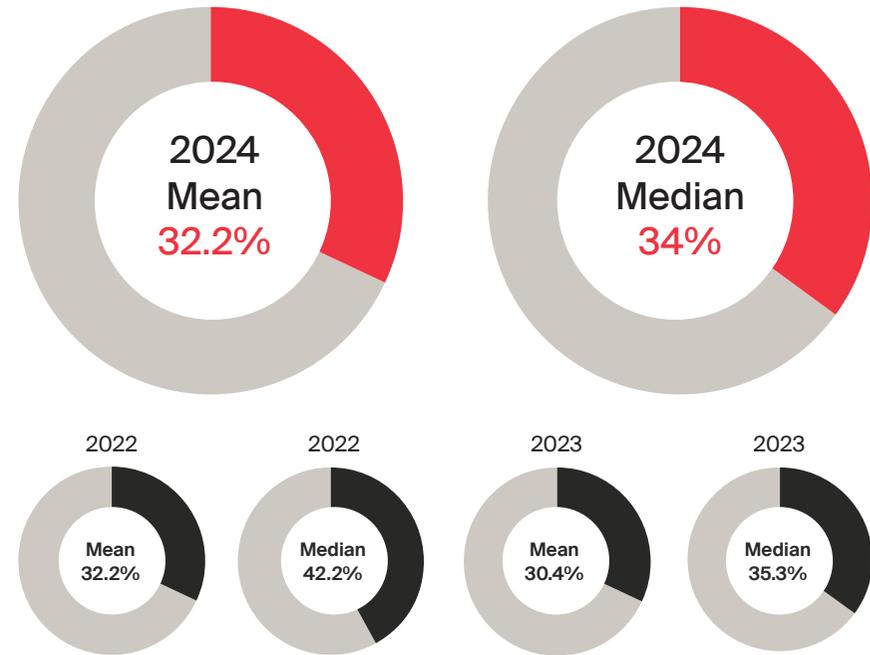
Gender pay gap Ireland



Gender representation UK

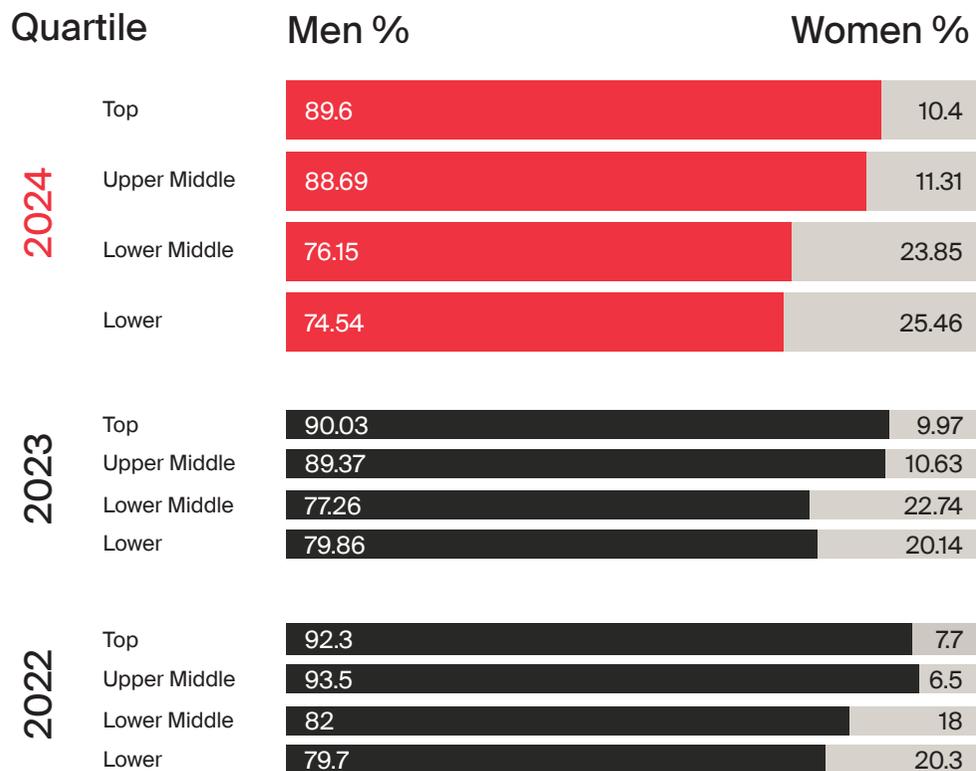


Gender pay gap UK

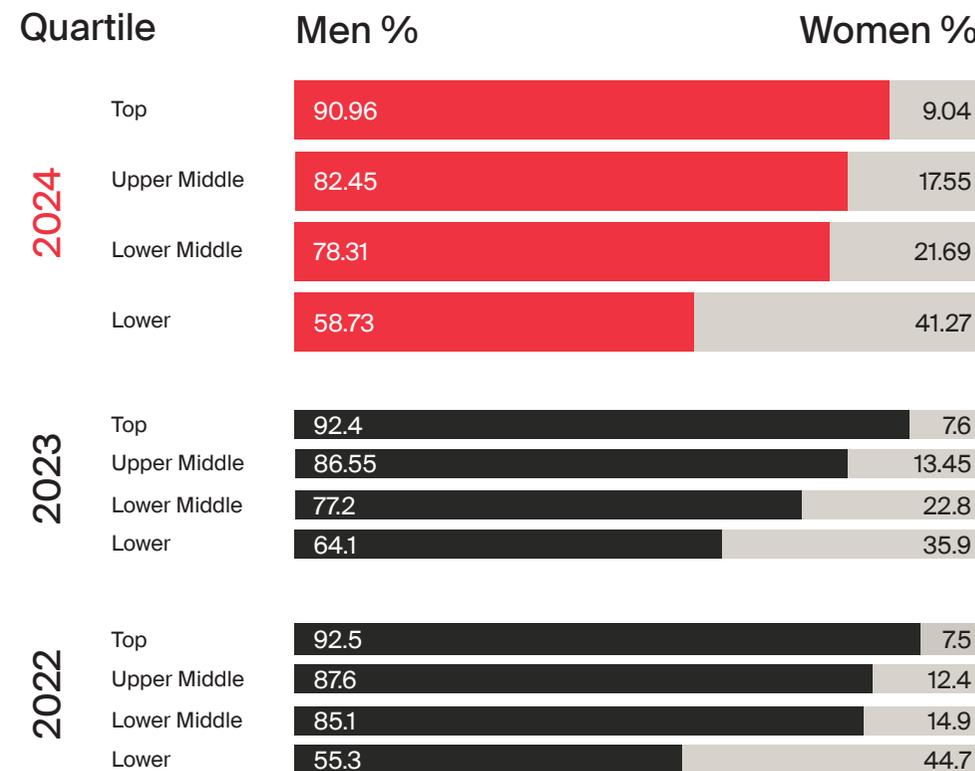


Our gender pay gap data

Gender distribution per pay quartile Ireland



Gender distribution per pay quartile UK

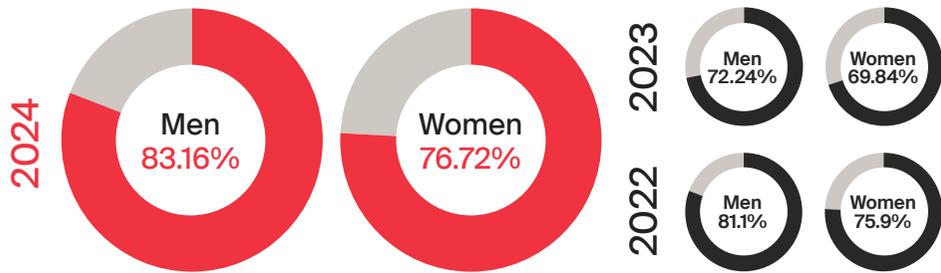


Definitions

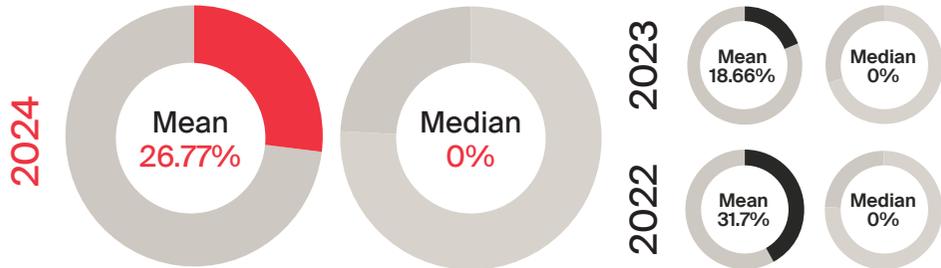
- Mean: The average hourly remuneration or the average bonus.
- Median: The mid-point between the highest number and the lowest, i.e. half way between the highest salary or bonus and the lowest if they are put in rank-order.
- Pay Gap: the difference in total earnings between men and women on a mean and median basis. A positive percentage indicates a gap in favour of men, while a negative percentage indicates a gap in favour of women.
- Bonus Gap: the gap between men and women on the value of all bonus items taken together. A positive percentage indicates a gap in favour of men, while a negative percentage indicates a gap in favour of women.
- Bonus: includes vouchers, such as Christmas vouchers, which are paid to employees above and beyond their ordinary pay.
- Benefits in Kind: Non-cash benefits that have a cash value
- Quartile Bands: Quartile refers to the division of employees into four even segments based on the value of their hourly wage/salary and looking at the proportion of male and female employees in each segment.

Our gender pay gap data

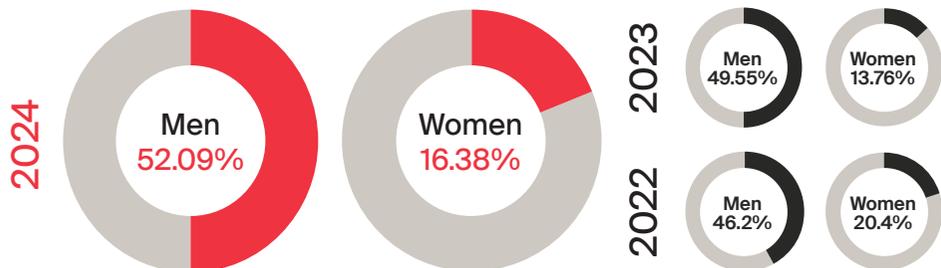
Proportion of men and women receiving a bonus **Ireland**



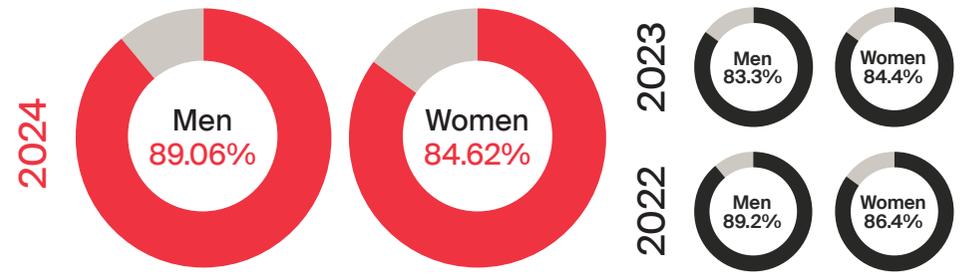
Bonus pay gap **Ireland**



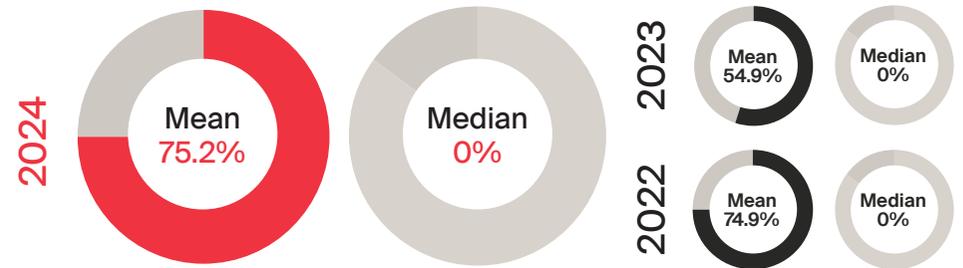
Proportion of men and women receiving BIK (Benefit in kind, **Ireland only**)



Proportion of men and women receiving a bonus **UK**



Bonus pay gap **UK**



Gender pay gap in temporary employees (**Ireland Only**)

2022		2023		2024	
Mean	Median	Mean	Median	Mean	Median
12.5%	1%	-13.6%	-0.94%	-27.22%	0%

Gender pay gap in part-time employees (**Ireland only**)

2023		2024	
Mean	Median	Mean	Median
-67.34%	-115.36%	-32.77%	-65.62%

Why do we have a gap?

The construction industry has traditionally been male dominated, and attracting women to the sector has presented unique challenges.

This partially stems from the perception that the sector offers less flexibility and support for work-life balance and does not offer adequate opportunities for women to thrive and progress. As a result, like most construction companies, we have more men than women in our business, particularly in senior positions.

Male and female representation varies across different business units within our organisation. In site-based roles, men form the majority, reflecting trends across the broader construction industry. However, in office-based support function roles (of which there are much fewer than site-based roles), gender representation is almost equal, with a balanced mix of approximately 50% men and 50% women. Our Gender Balance Report for 2024 demonstrates an increase in the overall proportion of women in our organisation from 17.8% in 2023 to 20% in 2024. This is partly due to successes in attracting more women through our early careers programmes. This materialises in a significant increase in the proportion of women employees in our lower pay quartile, which increased by circa 5% in both Ireland and the UK from 2023 to 2024.

We are acutely aware that while the representation of women in the top pay quartile in both jurisdictions has also increased, we are still reporting lower proportions of women in the most senior and highest-earning positions. This imbalance significantly impacts our gender pay and bonus pay gaps, underscoring the importance of targeted strategies. To address this, it is crucial for us to not only retain and develop our internal female talent but also to actively attract women in roles positioned at the middle, upper and top pay quartiles. Strengthening representation at these levels is essential to bridging the gaps and creating pathways to leadership for women across our business.

Addressing our gender pay and bonus gaps will take time. However, we are steadfast in our mission to increase the number of women in our business, particularly in senior positions, and have implemented numerous initiatives to assist us in meeting this challenge. Attracting, retaining, developing and promoting women in Sisk will remain a strategic priority for our business.

Bridging the gap

Our goal is to attract, retain, develop, and promote more women across our organisation and industry.

We are committed to tackling stereotypes, breaking down barriers, and challenging biases. As part of this commitment, we have an action plan to address our gender pay gap and proactively pave the way for women in our industry.

Our key actions are structured under three strategic pillars:

- Attract
- Retain
- Develop & Promote



I joined Sisk in 2018 on the Excelerate Graduate Program. I am now a Senior Engineer working in the Life Science & Technology Business Unit. I have always been aware of the low number of women entering STEM fields, particularly Engineering, and it has always been a topic that I had some interest in but never thought I could have any effect on until I joined Sisk and heard about the employee resource group: “Building Gender Balance Network” (the BGBN)

On one hand, since joining and subsequently becoming co-chair of the BGBN my eyes have been opened to the true scale of the challenge we have ahead of us when it comes to gender balance within the construction industry. On the other hand, it is clear that Sisk is committed to leading the industry in the right direction.

For me, the BGBN is part of an approach where we can improve our current operations by raising awareness within Sisk and the wider industry about the challenges faced by women while also encouraging people of all genders to enter the industry, safe in the knowledge that their true selves will be accepted and welcomed. Through regular steering group meetings, the BGBN is a direct line to our senior management who use the feedback from various ERGs to guide company strategy and policies moving forward.

Ultan McAdam
Senior Engineer



Attract



→ Interview panels:

We are taking steps to ensure that our interview panels are diverse from a gender perspective and that all interviewers undergo specific training to ensure fairness and diversity in the interview process for all potential candidates.



→ Early Careers:

We have successfully implemented blind screening methods in our graduate recruitment programme. Blind screening is the practice of concealing certain personal information of job candidates (such as gender) to reduce bias and promote diversity in the recruitment process. We have also moved to a skills and behaviour-based assessment model for candidates. Since introducing these changes, we have seen a significant increase in the number of women recruited into graduate positions.



→ Returner Programme:

We have partnered with BackToWork and will create a structured professional returner programme, which aims to attract experienced and talented individuals back to the workplace following a career break.

Retain



→ Building Gender Balance Network (BGBN):

The BGBN is our gender focused employee resource group. The purpose of the BGBN is to promote gender equality across our organisation and tackle the barriers and challenges faced by women at Sisk. In 2025, the BGBN will establish several working groups, which aim to address any systemic issues within Sisk which may be contributing to our gender pay gap and preventing women from reaching their full potential.



→ **Policies and Practices:** Our core values and commitment to EDIB underpin our HR and corporate policies and procedures. With the introduction of an equality impact assessment, we endeavour to ensure that all new and existing HR and corporate policies are fair and free from bias. In addition, we intend to build on the range of enhanced family leave benefits on offer to all our people. We are also exploring additional supports for parents returning to the workplace following extended periods of family leave to ease the transition back to work.



→ **Focus Groups:** In 2025, we will host a number of focus groups with our employees to understand any barriers and challenges faced by women in Sisk and how these can be addressed. We value the perspectives, ideas, and insights of our colleagues and endeavour to include them in our journey towards gender equality and pay balance.

Develop & Promote



→ Training and Education:

Our company-wide inclusive language and behaviour workshop, "It's Only Banter", has been running for several years and educates our employees about the impact language and bias can have on the culture of the organisation. Approximately 75% of our employees have completed this programme to date.



→ Toolbox Talks:

In 2025, we will implement a series of EDIB focused Toolbox Talks, which will focus on creating a more inclusive environment for everyone at Sisk, particularly those who are underrepresented. From a gender perspective we will highlight the importance of using gender neutral language, tackling sexism and misogyny, and calling out inappropriate behaviour.



→ Female Leadership Programme:

We are exploring the development of a female leadership programme for the next generation of female leaders at Sisk. The programme will focus on identifying strengths and opportunities, as well as barriers and challenges for women at Sisk.

Declaration

We confirm that the data in this report is accurate and has been calculated in accordance with the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and the Gender Pay Gap Information Act 2021



Sean Fitzpatrick
Group HR Director



Ger Penny
Chief Financial Officer



My career in Sisk started in 2001 as a member of the Finance Team. Having come from a different sector, I was surprised at the lack of female representation in the business at all levels at that stage. I am fortunate to have been given opportunities that have allowed my career to progress and I am honoured to be a member of the Sisk Executive Team and Sponsor for Equality, Diversity and Inclusion as set out in the 2030 Sustainability Road Map. I have been a member of the Building Gender Balance Network (our gender focused employee resource group) and EDIB Steering Group since their foundation and have seen the positive impact that these can have on our colleagues in Sisk.

As a Board, we recognize that reporting on and addressing the gender pay gap is not only a matter of compliance but also a reflection of our commitment to fairness, inclusion, and equality.

Attraction of and developing female talent at all levels is key to ensuring that Sisk benefits from enhanced business performance. By fostering a culture of transparency and actively identifying any barriers to career progression to more senior roles, we aim to create an environment where all employees are valued and rewarded accordingly. This is essential for attracting, developing and retaining diverse talent and driving long-term success for all at Sisk.



Maura Toles
Group Company Secretary and
Chief Legal Officer