



John Sisk & Son

# 2030 Sustainability Roadmap

*Building today, Caring for tomorrow*



<b>Overview</b>	
CEO Foreword	03
Strategic Context	04
<hr/>	
<b>Governance</b>	
Governance and Oversight	05
<hr/>	
<b>Strategy</b>	
Evolving Sustainability at Sisk	06
Sustainability Targets and Commitments	07
Sustainability Roadmap Overview	08
<hr/>	
<b>Our Themes</b>	
<span style="color: green;">■</span> <b>Theme 1:</b> Low-Carbon, Circularity & Natural Environment	09
<span style="color: blue;">■</span> <b>Theme 2:</b> People & Communities	10
<span style="color: darkblue;">■</span> <b>Theme 3:</b> Responsible & Innovative Business Practices	11
<hr/>	
<b>Roadmap to 2030</b>	
Updated 2030 Sustainability Roadmap	12
<hr/>	
<b>Reporting</b>	
Reporting, Assurance & Transparency	13
<hr/>	
<b>Appendix</b>	
Steering Group Overview & Strategic Direction	15
2030 Targets: Progress & Updates Since 2020	18

# CEO Foreword

At Sisk, sustainability has long been central to how we think, how we build, and how we grow. As our business continues to expand and evolve, so too does our responsibility - to our people, our clients, our communities, and the environment.

This refreshed 2030 Sustainability Roadmap builds on the strong foundations established in 2020. It reflects both the increasing importance of sustainability and its credible integration into our corporate strategy ***Delivering Together – Growing Stronger***. Sustainability is not a parallel ambition; it's what we do. It is embedded in how we deliver projects, manage risk, create value, and shape the future of our business.

Our 2030 Sustainability Roadmap sets out an updated ambition, with clear targets and defined commitments across the areas that matter most to Sisk and our stakeholders. These priority areas have been shaped through our experiences to date, and ongoing materiality assessments.

In 2025, our latest Double Materiality Assessment (DMA) confirmed our most significant impacts, risks and opportunities. It validated our existing priorities while sharpening our focus on key topics such as circularity, biodiversity, mental health and human rights. This rigorous process has strengthened and clarified our approach.

We are focused on reducing exposure to our most material risks, particularly in health and safety, climate-related disruption and supply chain resilience, while actively pursuing opportunities in low-carbon construction, innovation and sustainable project delivery. In doing so, we are not only mitigating risk, but also strengthening long-term value for our business and the clients we serve.

Our progress has been further strengthened by the insights of our Sustainability Advisory Council. Their independent perspective has both challenged and guided our thinking as we continue to evolve this roadmap.

We are also taking steps to ensure a more unified Group-wide approach. Sensori, Vision Built and Farrans will align and enhance their sustainability ambitions within a cohesive Sisk framework, enabling us to scale impact, share innovation, and maintain a consistent, high standard across all our operations.

A key enabler of this roadmap is the development of our Exemplar Project Playbook. This practical tool is designed to support our project teams in making informed, impactful decisions, translating our strategy into action on the ground. It provides clear guidance on identifying and implementing high-impact sustainability opportunities that align with our objectives, ensuring measurable outcomes across our projects.

We recognise that delivering on these ambitions will require collaboration, innovation, and commitment at every level of our organisation and across our supply chain. We are confident in our ability to lead, to adapt, and to deliver.

In 2029, Sisk will mark 170 years in operation. This roadmap not only shapes a more sustainable built environment, it also strengthens Sisk for the future.

**Paul Brown**  
CEO - Sisk



# Strategic Context for the 2030 Roadmap Update

Over the past five years, global pressures including climate change and biodiversity loss, rising inequality, digital transformation and evolving regulatory expectations have intensified.

Combined with our own significant business growth, these shifts made it essential to reflect on our current 2030 ambitions and update our sustainability strategy and the supporting evidence. In 2025, we undertook a comprehensive DMA, aligned with the 2023 European Sustainability Reporting Standards (ESRS).

Building on our 2020 materiality assessment, this process examined a wide range of sustainability topics from both an impact perspective, assessing how our activities affect people and the environment, and a financial perspective, considering how sustainability-linked risks and opportunities could influence our business performance and resilience.

The results confirmed our core priorities while highlighting areas of growing importance, particularly biodiversity, circularity, mental health and human rights. These insights have directly shaped the evolution of our updated Sustainability Roadmap and will be reported transparently through our annual sustainability disclosures. They now provide a clear foundation for our priorities, targets and actions as we move forward.

## Double Materiality Assessment Process



## Double Materiality Assessment Output\*

Environmental	Social	Governance
<p><b>Double</b></p> <ul style="list-style-type: none"> <li>→ Climate change adaptation</li> <li>→ Climate change mitigation</li> <li>→ Direct impact drivers of biodiversity loss</li> <li>→ Energy</li> <li>→ Impacts and dependencies on ecosystem services</li> <li>→ Impacts on the state of species</li> <li>→ Marine resources</li> <li>→ Pollution of air</li> <li>→ Pollution of living organisms and food resources</li> <li>→ Pollution of soil</li> <li>→ Pollution of water</li> <li>→ Resource inflows, including resource use</li> <li>→ Resource outflows related to products and services</li> <li>→ Waste</li> <li>→ Water</li> </ul>	<p><b>Double</b></p> <ul style="list-style-type: none"> <li>→ Communities' economic, social, and cultural rights</li> <li>→ Equal treatment and opportunities (Workers in the value chain)</li> <li>→ Other work-related rights (Own workforce)</li> <li>→ Other work-related rights (Workers in the value chain)</li> <li>→ Personal safety of consumers and/or end users</li> <li>→ Working conditions (Own workforce)</li> <li>→ Working conditions (Workers in the value chain)</li> </ul>	<p><b>Double</b></p> <ul style="list-style-type: none"> <li>→ AI</li> <li>→ Anti-competitive behaviour</li> <li>→ Corporate culture</li> <li>→ Corruption and bribery</li> <li>→ Cyber security</li> <li>→ Political engagement and lobbying activities</li> <li>→ Protection of whistleblowers</li> <li>→ Tax</li> </ul>
<p><b>Impact</b></p> <ul style="list-style-type: none"> <li>→ Impacts on the extent and condition of ecosystems</li> <li>→ Microplastics</li> <li>→ Substances of concern</li> </ul>	<p><b>Financial</b></p> <ul style="list-style-type: none"> <li>→ Dependency on workers in the value chain</li> <li>→ Dependency on our own workforce</li> </ul>	<p><b>Not material</b></p> <ul style="list-style-type: none"> <li>→ Animal welfare</li> </ul>
<p><b>Not material</b></p> <ul style="list-style-type: none"> <li>→ Substances of very high concern</li> </ul>	<p><b>Impact</b></p> <ul style="list-style-type: none"> <li>→ Communities civil and political rights</li> <li>→ Equal treatment and opportunities for all (Own workforce)</li> </ul>	<p><b>Not material</b></p> <ul style="list-style-type: none"> <li>→ Information-related impacts for consumers and/or end users</li> <li>→ Particular rights of indigenous communities</li> <li>→ Social inclusion of consumers and end users</li> </ul>

\*This information is not yet externally assured and forms part of our transition towards CSRD-aligned, assured reporting.

# Governance and Oversight



Strong governance underpins delivery of our 2030 roadmap, ensuring sustainability remains embedded across the business.

Progress and challenges are regularly reviewed by the Board to maintain focus, accountability and momentum. Our roadmap is fully integrated into our corporate strategy, **Delivering Together – Growing Stronger**, ensuring that commercial performance, environmental impact and social responsibility advance in tandem.

Each Board member sponsors a dedicated Steering Group, led by a senior leader with deep technical insight and supported by subject-matter experts from across the organisation. This structure has evolved from the eight cross-functional groups established under our original 2030 Roadmap; as our priorities and focus areas have matured, so too has our governance. Membership has been refreshed to bring together individuals who are actively demonstrating leadership and driving meaningful progress across our sustainability agenda.

To strengthen accountability - climate, people, and health & safety targets form part of the performance criteria linked to senior leadership and executive remuneration.

The Group Sustainability Director reports to the Chief Financial Officer, reflecting the direct link between sustainability and long-term financial value. Independent oversight is provided by our external Sustainability Advisory Council, which brings specialist expertise to support innovation, identify emerging risks and opportunities, and ensure our ambitions remain credible and forward-looking.

This model provides clearer direction, deeper accountability and stronger alignment between senior leadership and operational delivery.



# Evolving Sustainability at Sisk

We first launched our 2030 Sustainability Roadmap, **Building today, Caring for tomorrow**, in 2020, as the foundation for our long-term sustainability ambition.

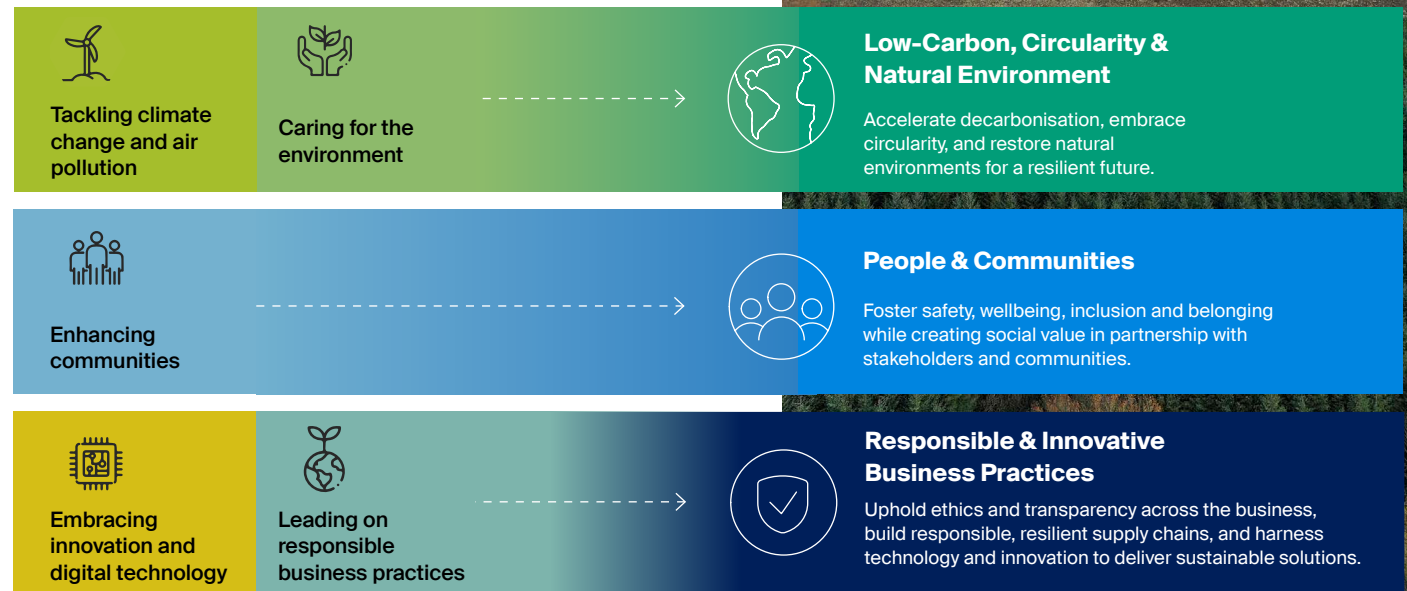
Since then, it has guided our direction, strengthened our resolve and driven meaningful progress across our business. Over the past five years we have delivered against many of the objectives set, most notably a 122% reduction in absolute carbon emissions from our 2019 baseline despite significant business growth.

As we updated our roadmap, we streamlined our strategy by consolidating the original five themes into three. This approach enhances clarity, strengthens focus, and ensures our commitments are clearly aligned with the expectations of our clients, partners, and wider stakeholders.

Since 2020, our business has grown, diversified and evolved significantly. We have developed a deeper understanding of both what it takes to deliver meaningful impact and the challenges that can hinder progress. We have also established our Integrated Sustainable Solutions (ISS) team, bringing together advanced MMC and design optioneering, AI-powered life cycle assessment tools, and evidence-based carbon measurement and reduction to support more sustainable project delivery. At the same time, we continue to operate within a changing external landscape shaped by geopolitical pressures, market volatility, delayed policy implementation and the slower maturity of enabling technologies such as green hydrogen. In response, we have refined our approach to remain resilient and responsive, while continuing to deliver on our ambitious, science-based carbon commitments.

To ensure our strategy is consistently translated into action, we are utilising our Exemplar Project Playbook. This provides a clear, practical framework for project and support teams to identify and prioritise the most effective sustainability actions aligned with our strategic objectives. By embedding this structured approach across our business, we are enabling every project to contribute meaningfully to our targets, driving consistency, encouraging innovation, and accelerating delivery at scale.

The updated roadmap sets out strengthened targets that remain ambitious yet achievable. By responding to today's realities while keeping our ambition high, we drive momentum, engage our people, and progress with clarity towards a low-carbon, more resilient and responsible future.



<sup>1</sup>Mandatory emissions under the Achilles Carbon Reduce Programme 2019-2025.

# Sustainability Targets & Commitments

Theme	Our updated sustainability roadmap targets	
Low-Carbon, Circularity & Natural Environment	1	Sisk Group* will, by 2027, reset and unify its carbon targets by establishing near and long-term science-based targets aligned to a 1.5°C pathway across Scopes 1 & 2 and Scope 3, achieving validation through the SBTi. *Sisk Group includes John Sisk & Son, Farrans, Sensori and Vision Built. Percentage reduction targets will be formally communicated upon validation.
	2	Plant 1.7 million trees as native woodland in Ireland, the UK and wider Europe by 2029
	3	Maintain and develop partnerships to support high-quality peatland restoration across our key operating regions by 2030
	4	Strengthen potable water management and smart metering to inform refreshed water intensity targets from 2028
	5	Embed our four biodiversity pillars into all major project decisions and design processes by 2030, supported by defined KPIs and governance
	6	Reduce waste intensity by 50% by 2030* through the delivery of circular economy initiatives across the business *Measured against the 2019 baseline
	7	Optimise the use of single-use plastics by 2030, prioritising packaging, supporting circularity, and ensuring plastic waste across operations is reduced, reused, or responsibly recycled
People & Communities	8	Achieve Occupational Health & Safety Maturity Level 3 (Calculative) across the business by 2026 and progress to Level 4 (Proactive) by 2030, as independently assessed by DEKRA
	9	Build suicide-safer communities by training 500 employees and individuals from our supply chain in safeTALK by 2026, increasing to 1,000 by 2030
	10	Generate €2 billion in new measurable social value by 2030 through investment in local communities, enabling access to employment for those facing barriers, strengthening social enterprises, and enhancing educational opportunities
	11	Retain Investors in Diversity Gold from the Irish Centre for Diversity and achieve Investors in Diversity Gold status with the UK National Centre for Diversity by 2028
	12	Launch and deliver a five-year Gender Inclusive Strategy (2026–2030) to embed gender equality across the business, driving sustained and measurable improvements in gender equality and representation by 2030
Responsible & Innovative Business Practices	13	Identify human rights issues and drive remediation through targeted engagement in high-risk locations and expanded labour-practice audits by 2030
	14	Establish and oversee a decarbonisation innovation fund by 2026 to enable project teams and supply chain partners to pilot carbon reduction solutions
	15	Ensure 100% of employees and 75% of our key supply chain (by spend) complete role-appropriate sustainability training by 2030

# Sustainability Roadmap Overview

## Themes



Low-Carbon, Circularity & Natural Environment



People & Communities




Responsible & Innovative Business Practices

## Steering Groups


### Carbon & Energy

A focus on reducing our mandatory carbon emissions, specifically Scope 1 and Scope 2 (direct purchased fuel and electricity), including fleet electrification. In addition, addressing mandatory Scope 3 emissions related to business travel and waste to landfill ensuring monitoring and reduction plans are in place.

 **Board Sponsor**  
COO - Data, Life Sciences & Technology


### Occupational Health, Safety & Wellbeing

Bringing together senior leaders from each business unit with a focus on disseminating OHS information, gathering feedback, championing initiatives, sharing best practices, and consulting on management system development to drive continuous improvement in occupational health and safety performance across the business.

 **Board Sponsor**  
CEO


### Human Rights

A focus on upholding and protecting human rights across our value chain by ensuring fair labour standards, safeguarding workers' rights, and implementing robust monitoring and accountability mechanisms to prevent exploitation and promote dignity in the workplace.

 **Board Sponsor**  
CFO

### Caring for Environment & Biodiversity

A focus on reducing water use, protecting ecosystems and biodiversity, ensuring responsible sourcing that minimises ecological harm.

 **Board Sponsor**  
COO - Infrastructure


### Social Value

A focus on improving social inclusion by promoting diverse recruitment and upskilling through community engagement. Working with NGO initiatives which leave a lasting legacy, whilst boosting local economic impact through supplier engagement and support for social enterprises.

 **Board Sponsor**  
Company Secretary and CLO


### Decarbonisation Innovation Fund

A focus on strategic oversight, governance, and direction for the Decarbonisation Innovation Fund, ensuring it accelerates carbon reduction by empowering project teams and supply chain partners to pilot, scale, and embed high-impact solutions across our projects.

 **Board Sponsor**  
CCO


### Waste Reduction, Circular Economy & Embodied Carbon

A primary focus on waste reduction, responsible resource use, and embodied carbon reductions, aligned with circular economy principles, delivering on clear, measurable targets for minimising waste, optimising material reuse, and lowering carbon intensity. In addition, the scope will maintain a forward-looking approach by identifying and integrating emerging opportunities to strengthen lifecycle thinking and accelerate embodied carbon reduction.

 **Board Sponsor**  
COO - Construction Ireland & UK

### Equality, Diversity, Inclusion & Belonging

A focus on inclusion & belonging for our employees and workers across the value chain, delivered through our commitments to fostering an inclusive culture, creating positive external impact, and ensuring accountability across our business.

 **Board Sponsor**  
CPO

# Low-Carbon, Circularity & Natural Environment.



## The interconnected challenges of climate change, resource scarcity and biodiversity loss require a strategic, integrated approach across our business operations.

This theme brings together our commitment to accelerating our approach to decarbonisation, advancing circular economy principles, and enhancing the natural environment in a single, coherent ambition. It reflects our focus on making environmental progress part of how we build and the decisions we influence with clients and partners, ensuring long-term benefits that endure beyond individual projects.

As the Sisk business grows and stakeholder expectations grow in tandem, we are sharpening our focus where we can deliver the greatest impact. This includes reducing resource use and embedding nature-positive thinking across our operations, through lower carbon materials, improved efficiency, cleaner energy, and circular approaches that reduce virgin resource use and waste. We will continue to minimise harm and enhance nature on all our projects, applying the mitigation hierarchy to avoid, reduce, restore, and regenerate impacts, while supporting habitat creation, water stewardship, and long-term nature restoration to leave a positive legacy.

Achieving this requires not only operational improvements on-site, but also deeper collaboration with clients, partners and our supply chain to accelerate the adoption of practical, scalable solutions to a lower carbon future.

## Targets

1. Sisk Group\* will, by 2027, reset and unify its carbon targets by establishing near and long-term science-based targets aligned to a 1.5°C pathway across Scopes 1 & 2 and Scope 3, achieving validation through the SBTI. \*Sisk Group includes John Sisk & Son, Farrans, Sensori and Vision Built. Percentage reduction targets will be formally communicated upon validation.
2. Plant 1.7 million trees as native woodland in Ireland, the UK and wider Europe by 2029
3. Maintain and develop partnerships to support high-quality peatland restoration across our key operating regions by 2030
4. Strengthen potable water management and smart metering to inform refreshed water intensity targets from 2028
5. Embed our four biodiversity pillars into all major project decisions and design processes by 2030, supported by defined KPIs and governance
6. Reduce waste intensity by 50% by 2030\* through the delivery of circular economy initiatives across the business \*Measured against the 2019 baseline
7. Optimise the use of single-use plastics by 2030, prioritising packaging, supporting circularity, and ensuring plastic waste across operations is reduced, reused, or responsibly recycled

# People & Communities



## Responding to the evolving needs of our people, communities and industry requires a unified, human-centred approach that strengthens occupational health and safety, inclusion, opportunity and holistic wellbeing across everything we do.

This theme brings together our commitments to building a proactive health, safety and wellbeing culture, expanding social value, and deepening equality, diversity, inclusion and belonging (EDIB) into one coherent ambition. It reflects our belief that people are at the heart of a resilient and future-ready organisation, and that our impact is greatest when we combine strong internal culture with meaningful external partnerships that enrich the communities where we work.

As our capabilities mature and expectations rise, we are sharpening our focus on the areas where we can deliver the most enduring and measurable benefits. This means advancing towards higher levels of occupational health and safety maturity, embedding shared learning and behavioural consistency throughout our operations, and continuing to expand accessible pathways into the industry. It also requires creating local economic and social value at scale through targeted employment, education, and community investment, while strengthening a culture in which inclusive leadership, psychological safety, and belonging and everyday wellbeing are the norm.

We are committed to supporting our people not only to work safely, but to feel supported, energised and in good health. Together, these priorities reinforce our role as a responsible employer and partner, ensuring that our growth contributes directly to stronger, more inclusive communities.

The commitments here translate this ambition into clear, targeted action across occupational health, safety and wellbeing; social value; and equality, diversity, inclusion and belonging. Supported by robust governance and maturing organisational capability, these targets reflect both the progress we have achieved, and the further steps needed to deliver long-term cultural resilience, improved social outcomes, enhanced wellbeing, and a more diverse and empowered workforce. Collectively, they set a coherent pathway for building a safer, more inclusive and socially impactful business, one that enhances lives, strengthens communities, and ensures our legacy extends well beyond our projects.

### Targets

8. Achieve Occupational Health & Safety Maturity Level 3 (Calculative) across the business by 2026 and progress to Level 4 (Proactive) by 2030, as independently assessed by DEKRA
9. Build suicide-safer communities by training 500 employees and individuals from our supply chain in safeTALK by 2026, increasing to 1,000 by 2030
10. Generate €2 billion in new measurable social value by 2030 through investment in local communities, enabling access to employment for those facing barriers, strengthening social enterprises, and enhancing educational opportunities
11. Retain Investors in Diversity Gold from the Irish Centre for Diversity and achieve Investors in Diversity Gold status with the UK National Centre for Diversity by 2028
12. Launch and deliver a five-year Gender Inclusive Strategy (2026–2030) to embed gender equality across the business, driving sustained and measurable improvements in gender equality and representation by 2030

# Responsible & Innovative Business Practices



## Strengthening the way we conduct business, protect people and foster innovation requires a clear, integrated approach across our global operations.

Within this theme, we bring together our commitments to upholding human rights and advancing safe, sustainable and innovative construction practices as part of a broader ambition to operate with integrity and deliver lasting value. At its core is the recognition that responsible practice is not a standalone activity, but a principle that must guide how we plan, procure and deliver, shaping the outcomes we influence across our projects and supply chain.

As our business expands and the environments in which we work continue to evolve, we are directing our efforts towards the areas where we can make the most meaningful difference. This includes strengthening due diligence across our value chain to protect workers in higher risk geographies; improving our visibility of recruitment practices, labour conditions and documentation controls; and elevating project performance through more consistent, data led and forward looking construction approaches. Progress in these areas depends on collaboration, within our own teams and with our partners, so that robust standards, shared expectations and practical innovation can be scaled with confidence.

The commitments that follow transform this ambition into a focused programme of action across human rights and innovative construction. Guided by strengthened governance and informed by the momentum already achieved, these targets outline the next steps in building a more transparent, resilient and capability rich organisation.

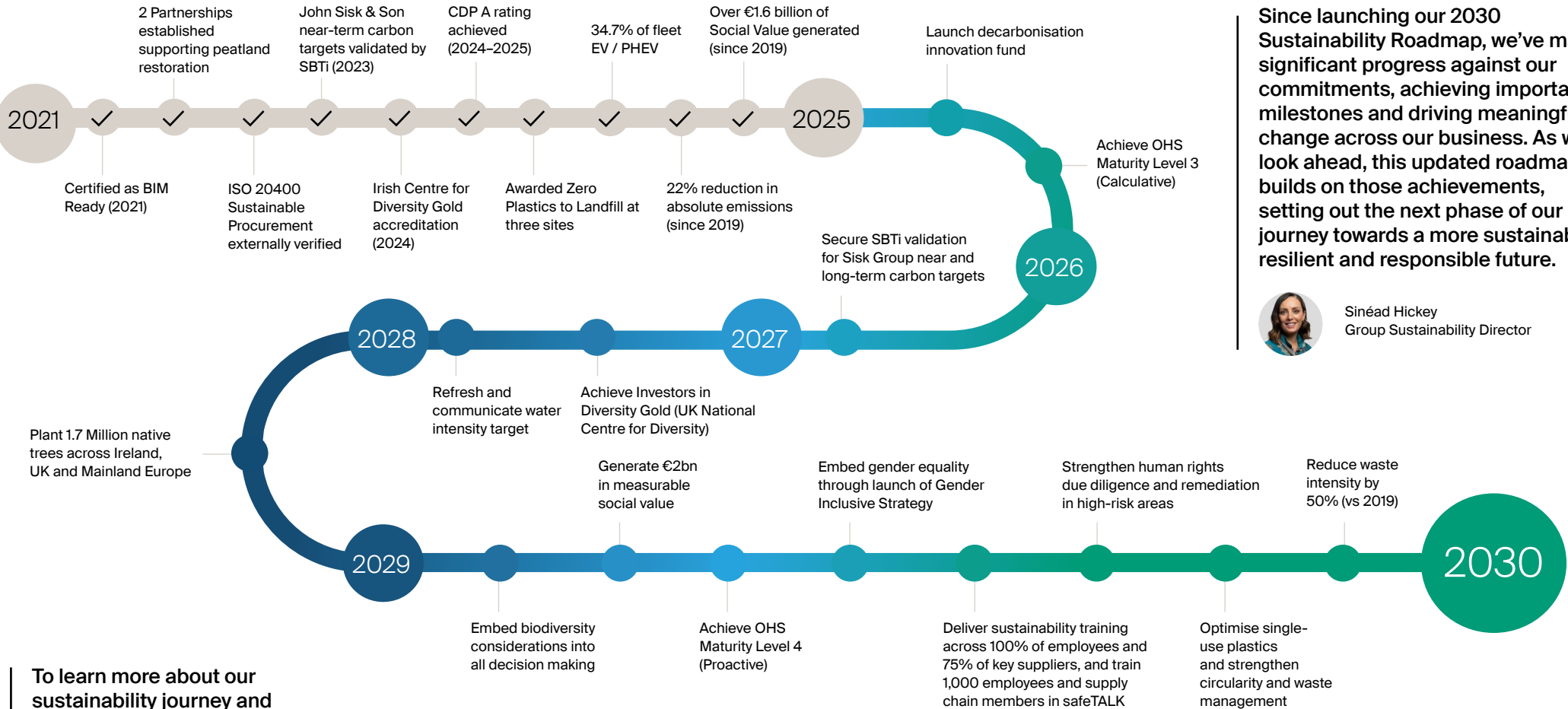
Together, they chart a clear path toward business practices that safeguard people, enhance performance, and support the long-term resilience of our clients, our workforce and the wider industry.

## Targets

13. Identify human rights issues and drive remediation through targeted engagement in high-risk locations and expanded labour-practice audits by 2030
14. Establish and oversee a decarbonisation innovation fund by 2026 to enable project teams and supply chain partners to pilot carbon reduction solutions
15. Ensure 100% of employees and 75% of our key supply chain (by spend) complete role-appropriate sustainability training by 2030



# 2030 Sustainability Roadmap



Since launching our 2030 Sustainability Roadmap, we've made significant progress against our commitments, achieving important milestones and driving meaningful change across our business. As we look ahead, this updated roadmap builds on those achievements, setting out the next phase of our journey towards a more sustainable, resilient and responsible future.



Sinéad Hickey  
Group Sustainability Director

To learn more about our sustainability journey and progress towards our 2030 goals

# Reporting, Assurance & Transparency

As we move from strategy to delivery, transparent and consistent reporting will be essential to demonstrate progress and maintain accountability.

We will continue publishing an annual sustainability report outlining our performance against each of our commitments, highlighting achievements, challenges, and areas requiring further focus. This will ensure our stakeholders can clearly see how we are tracking and how our actions are contributing to meaningful, measurable impact.

To strengthen confidence in our disclosures, we will continue to enhance the quality and reliability of our sustainability data. This includes refining data processes, improving internal controls, and aligning our reporting approach with the Corporate Sustainability Reporting Directive (CSRD), alongside other relevant frameworks. In line with CSRD requirements, we will also expand independent assurance across key environmental, social and governance metrics to ensure our reporting is robust, credible, and comparable year on year.

Our commitment to transparency is central to how we build trust and drive continuous improvement. We will proactively communicate updates, share insights and lessons learned, and remain open about the steps we are taking to reach our goals. By embedding transparent reporting and assurance into our governance, we create a clear and accountable pathway for sustained progress and long-term resilience.



# Appendix

Steering Group Overview & Strategic Direction  
2030 Targets: Progress & Updates Since 2020

15  
18



# Steering Group Overview & Strategic Direction



Low-Carbon, Circularity & Natural Environment

## Carbon & Energy

**To significantly accelerate our decarbonisation journey away from fossil fuels and align our business with the highest standards of climate science.**

We have made strong progress in reducing our carbon impact, including a 54% reduction in carbon intensity for Scope 1, 2 and mandatory Scope 3<sup>1</sup> emissions and a 22% absolute emissions reduction against a 2019 baseline. We recognise that our original ambition to reach net zero for these sources by 2030 will not be met. While we have made meaningful progress, the pace of delivery continues to be influenced by external factors, including the timing of new technologies for carbon-free operations, the rollout of supportive government policies, and the availability of low-carbon options for business travel, particularly aviation fuel.

Where supportive policies and viable solutions exist, we have already delivered major changes, including a full transition to Hydrotreated Vegetable Oil (HVO) for all on-site fuel use in Ireland and the UK and a rapid shift to electric vehicles within our UK company car fleet. In addition, we are strengthening our focus on energy management by reducing out-of-hours energy use and enhancing monitoring and controls, while managing consumption and improving efficiency across our six significant energy users: generators, plant, transformers, lighting, heating and air conditioning, and our company car fleet, to support our decarbonisation targets.

As we evolve our roadmap, we are moving away from intensity based targets to solely science-based targets. We will communicate our near and long-term percentage carbon reduction targets once they have received SBTi validation. Over the next five years, we will prioritise our five most significant sources of mandatory carbon emissions: procured fuel for business travel, electricity, air travel, grey fleet, and natural gas, accelerating away from fossil fuels and ensuring we continue to decouple carbon from business growth.

## Caring for the Environment & Biodiversity

**We are committed to protecting the natural environment by using water responsibly, enhancing ecosystems and biodiversity, and ensuring ethical sourcing that minimises harm to nature.**

We have made continued progress in protecting nature across our projects, maintaining delivery on tree planting while scaling up action towards our long-term goal. Through new partnerships, we are also contributing to the restoration of peat bogs, a critical natural asset for carbon storage and biodiversity. However, our original water intensity target requires adjustment. We now know that our baseline year did not include a complete dataset, limiting its accuracy. As a result, we are stepping back from the original target to first focus on improving metering across all of our projects, transitioning to smart water meters that will allow us to re-establish a realistic and challenging potable water intensity target in 2028.

Where clear strategies and practical solutions exist, we are already driving meaningful change, including the development of our new biodiversity strategy in 2025. Looking ahead, we will focus on embedding the four pillars of this strategy: Design for Nature, Close the Loop, Build with Care, and Leave a Legacy, fully across our ways of working by 2030. Over the next five years, we will prioritise delivering nature positive outcomes on our sites, expanding high value restoration partnerships, and strengthening water stewardship, ensuring that our efforts continue to protect and enhance the natural environment while supporting responsible project delivery.

## Waste Reduction, Circular Economy & Embodied Carbon

**To achieve Zero Avoidable Waste across all operations, embedding circular practices throughout our business and driving measurable reductions in embodied carbon.**

Sisk will continue to measure waste intensity by assessing construction waste generated per €100k of turnover, ensuring the business can grow while generating less waste. After achieving a 29% reduction against our 2019 baseline in 2025, short of our original ambition to halve waste intensity, we have set a revised target to achieve a 50% reduction by 2030. We know that circular economy principles are a key tool in delivering this goal, informed by our assessments against BS 8001 and wider work undertaken since 2020. For example, we have implemented take-back schemes, such as becoming a signatory to The Pallet LOOP's charter in 2022, that enable materials to be reused or remanufactured at end of life. While the construction sector does not yet have an appropriate metric for measuring circularity, we will continue to embed circular practices and showcase progress through improvements in waste intensity.

We have strengthened the accuracy and scope of our carbon reporting, now including externally verified data and Scope 3 Category 1 (purchased goods and services) emissions, which make up the vast majority of our carbon footprint (>95%). With this improved visibility, it is clear our focus must be on reducing emissions associated with materials procured for our projects, enabled by deeper engagement and collaboration with our clients, supply chain, and industry partners to drive a wider transition to lower carbon alternatives. This is supported by our enhanced capability to undertake life cycle assessments and actively reduce embodied carbon across our projects. This joined up approach connects waste reduction, circularity and embodied carbon to help deliver lasting environmental improvements across the business.

<sup>1</sup>The Achilles Carbon Reduce Programme classifies "mandatory emissions" as sources within the organisation's operational control or strong influence, and include Scope 1, Scope 2 and selected Scope 3 categories (where operational control is exercised). Mandatory Scope 3 include: fuel and energy related activities; waste generated in operations; business travel.

# Steering Group Overview & Strategic Direction



People & Communities

## Occupational Health, Safety & Wellbeing

**To build a proactive, people-centred occupational health, safety and wellbeing culture driven by collaboration, shared learning, and continuous improvement.**

Over the last five years, we have made strong progress through our Step Up to Zero occupational health and safety maturity improvement programme. We continued building maturity across our five focus segments: Leadership, Fair & Just Culture, Communication & Engagement, Standards & Expectations, and Competence, while introducing our Safe Safer Sisk programme to strengthen consistency across the business. This has reinforced behavioural expectations across leaders, managers and frontline teams. We also advanced digitalisation through successful field trials for digitised permits, supporting greater consistency and risk reduction. Alongside these improvements, we expanded our occupational health and wellbeing capability by growing our internal team, adding dedicated mental health and occupational health resources, and launching our Mental Health Peer Support Programme. These developments strengthen our approach across Health Protection, Health Promotion and Health Response, while demonstrating increased maturity in our systems, leadership capability and frontline engagement.

The realignment of our targets reflects our growing organisational capability and creates a more ambitious, sustainable pathway forward. We are better positioned to embed the systems, processes and behaviours needed to improve maturity, while continued progress in high potential event learning, communication and workforce engagement shows cultural change is accelerating. We are also strengthening wellbeing support, recognising that a culture of care is essential to sustained safety performance and organisational resilience. By refining our targets now, we can build on progress and position the organisation to achieve Proactive maturity through strong leadership, empowered teams and a continually improving occupational health, safety and wellbeing environment.

## Social Value

**To create inclusive, thriving communities by expanding access to opportunity and strengthening local economies through purposeful partnerships and engagement.**

Since 2020, our maturity in delivering and evidencing social value has grown significantly. We have expanded our dedicated social value and stakeholder engagement capability, strengthened specialist expertise across regions, and embedded consistent processes that allow social value to be designed into projects from inception. This enhanced approach has already delivered strong outcomes, generating over €1.6 billion in measurable social value since 2019, including thousands of apprentice weeks, supporting unemployed people into work, and increasing engagement with social enterprises across Ireland and the UK. These achievements demonstrate not only our commitment, but our ability to deliver high quality, evidence-based social value at scale.

From 2025, all measurable social value will be captured through Thrive, our new digital reporting platform. Thrive will enable real-time data collection, improve data quality and auditability, strengthen transparency, and provide richer insight into the impact of our work. It will support our target of generating €2 billion in new measurable social value by 2030, helping track how investment in skills, employment, community development and local economic opportunity contributes to a more resilient and future ready construction workforce. Looking ahead, we recognise the construction sector faces a growing skills gap, driven by an ageing workforce, increasing demand for technical capabilities, and accelerated digitalisation. Our social value priorities directly support this challenge by creating accessible pathways into the industry, expanding early career programmes, and partnering with education providers, community groups and social enterprises to widen participation. With strengthened measurement and reporting systems in place, we will be better equipped to demonstrate the scale and impact of our contribution.

## Equality, Diversity, Inclusion & Belonging

**To embed Equality, Diversity, Inclusion and Belonging into everyday ways of working, shaping culture, strengthening impact, and advancing gender equality through a structured, standards-aligned approach.**

Over the past five years, we have significantly strengthened our approach to EDIB, embedding it as a core driver of culture and long-term sustainability. We have moved from intention to measurable impact through delivery of our first Inclusion & Belonging Strategy, establishment of a robust EDIB governance framework, and creation of meaningful employee voice via active Employee Resource Groups focused on gender equality, cultural diversity, LGBTQ+ inclusion and neurodiversity.

We have invested in inclusive leadership capability, delivering targeted programmes to over 100 senior leaders, alongside organisation-wide engagement initiatives such as It's Only Banter, our award-winning inclusive language and behaviour programme, reaching thousands of colleagues. This progress was externally recognised through Investors in Diversity Gold accreditation from the Irish Centre for Diversity in 2024. Building on this foundation, our focus is on deepening accountability, strengthening inclusive leadership, and embedding EDIB into everyday practice. A key priority is expanding external certification beyond Ireland, with a commitment to achieve Investors in Diversity Gold with the UK National Centre for Diversity by 2028.

In parallel, we will advance gender equality through a five-year Gender Inclusive Strategy from 2026, aligned to ISO 53800:2024. This will embed a structured approach across governance, leadership, culture, systems and behaviours, addressing leadership representation, pay equity, workplace safety and wellbeing, and everyday inclusion. Alongside this, we will continue collaborating across the sector and supply chain. By 2030, we aim to deliver measurable improvements in gender equality, while building a culture where everyone feels valued, safe and able to thrive.

# Steering Group Overview & Strategic Direction



Responsible & Innovative Business Practices

## Human Rights

**To champion the protection of human rights across our value chain by building a proactive, transparent due diligence framework that safeguards workers and drives continuous improvement.**

Our approach to human rights is grounded in internationally recognised frameworks, including the UN Guiding Principles on Business and Human Rights, the OECD Due Diligence Guidance for Responsible Business Conduct and ISO 20400 Sustainable Procurement. In the UK, our activities are also guided by the requirements under the UK Modern Slavery Act, which shapes our approach to transparency, risk identification and action to prevent exploitation within our operations and supply chain.

Our work to date has focused on areas where we have direct oversight and influence. Through our Third Party Due Diligence Policy, Right to Work procedures, and subcontractor management frameworks and Supply Chain code of conduct, supported by independent labour practice audits in the UK, we have spread awareness and strengthened oversight of recruitment practices, worker welfare and documentation controls. These audits have moved us beyond compliance, enabling earlier identification of issues, more direct engagement with contractors and clearer corrective action. Achieving ISO 20400 Sustainable Procurement business-ready external verification has further embedded ethical and responsible procurement into core business operations.

Protecting human rights across our value chain is a core business responsibility, requiring clear governance, senior oversight and decisive action. A dedicated Human Rights Steering Group has been established to reflect the importance of Board-level sponsorship and structured oversight of human rights risks. The group provides a formal forum to oversee risk identification, prioritisation and remediation, with a particular focus on higher-risk geographies, suppliers and upstream supply chain activities. Looking ahead, we are strengthening our human rights due diligence approach across the full value chain. Delivery of this next phase will include expanding labour practice audits across all locations in which we operate, refreshing our human rights risk heatmap and updating our risk-based approach to better identify and analyse potential adverse impacts. Central to this is greater on-the-ground engagement in higher risk locations, recognising that effective human rights management depends, not only on systems and audits, but on leadership, presence and shared responsibility.

## Decarbonisation Innovation Fund

**To accelerate decarbonisation by leading a dedicated innovation fund that empowers our project teams and supply chain partners to pilot, scale and embed high-impact carbon reduction solutions across our projects.**

As our organisation continues to evolve, our strategic investment in people, systems and technology is enabling a shift towards more consistent, data driven and future focused construction practices that deliver greater value for clients and communities. This growth has provided a stronger foundation for embedding safe, sustainable, and innovative construction practices at scale. By aligning our construction governance with the wider maturity gains made across Safety, Engineering, Digital Project Delivery, Sustainability, Supply Chain and Design functions, we are now better positioned to drive consistent standards, improve predictability, and ensure that sustainability and innovation are built into projects from the outset. The integration of specialist services, from carbon management and circularity, to advanced BIM, geospatial insight, MMC, and machine autonomy, has strengthened our ability to manage risk, enhance certainty, and deliver more resilient, lower carbon outcomes.

Building on this momentum, we are placing a more intentional focus on innovation as a driver of decarbonisation, performance, efficiency and long-term value. Innovation is being positioned as a cross cutting enabler, accelerating progress across carbon reduction, materials, delivery models, digitalisation and modern methods of construction. Central to this approach is the establishment of a decarbonisation focused innovation fund, which we will oversee to enable project teams, working in collaboration with our supply chain partners where relevant, the ability to pilot, test and scale practical carbon reduction solutions on live projects. This structured approach to experimentation and learning will strengthen our ability to identify high-impact decarbonisation solutions, embed best practice more rapidly, and drive measurable carbon outcomes for Sisk and our clients. Taken together, these developments position us to advance maturity, enhance cultural resilience and deliver construction outcomes that create long-term value for our clients, our people and the wider industry.

# 2030 Targets: Progress & Updates Since 2020

Theme	Target	Performance to end of 2025	Status	Next Steps	Corresponding New Target
<b>Tackling climate change and air pollution</b>	1. We will reduce our carbon intensity by 25% from our 2019 baseline by 2023	54% reduction (4.86 tCO <sub>2</sub> e/ € million turnover)	Achieved	Transition from intensity based to absolute emission target	<a href="#">Target 1</a>
	2. We will reduce our carbon intensity by 50% from our 2019 baseline by 2026	54% reduction (4.86 tCO <sub>2</sub> e/ € million turnover)	Achieved	Transition from intensity based to absolute emission target	<a href="#">Target 1</a>
	3. We will achieve a CDP A rating Climate by 2022	A rating (2024 & 2025)	Achieved	Now embedded into Business As Usual operations	Business as Usual (BAU)
	4. We will achieve carbon neutral status in 2021 by offsetting the emissions from our operations through internationally accredited carbon reduction schemes	Offsetting emissions since 2021 dataset	Achieved	Offsets have been excluded from our decarbonisation pathway	Retired
	5. We will achieve carbon neutral status by 2030	22% reduction in absolute mandatory emissions since 2019	Progress made - realigned	Realigned	<a href="#">Target 1</a>
	6. By 2024 50% of the vehicles in our fleet will be electric	34.7% EV/PHEV by end 2025 UK car list exclusively EV or Plug in Hybrid EV (PHEV) options only	Progress made - superseded	Actions now aligned to our absolute carbon reduction target	<a href="#">Target 1</a>
	7. We will eliminate internal combustion vehicles from our company car fleet by 2030	34.7% EV/PHEV by end 2025 UK car list exclusively EV or Plug in Hybrid EV (PHEV) options only	Progress made - superseded	Actions now aligned to our absolute carbon reduction target	<a href="#">Target 1</a>
<b>Caring for the environment</b>	8. We will plant 1.7 million trees as native woodland in Ireland, the UK and wider Europe by 2029	>1.3 million planted by end 2025	On target	Maintained	<a href="#">Target 2</a>
	9. We will establish sustainable partnerships supporting the successful restoration of peat bogs	Partnerships with Green Restoration Ireland and North Pennines National Landscape team	Achieved	Maintained & Developed	<a href="#">Target 3</a>
	10. We will reduce our potable water use intensity by 50% by 2025 against our 2019 baseline	2.67m <sup>3</sup> /€100k – 39% reduction	Progress made - realigned	Realigned	<a href="#">Target 4</a>
	11. We will reduce our waste intensity by 50%, when measured against our 2019 baseline, by 2025	0.96t/€100k – 29% reduction	Progress made - realigned	Realigned	<a href="#">Target 6</a>
	12. All operations will be undertaken with Zero Avoidable Waste by 2028	Refreshed Sisk Waste 6 Programme Implemented Zero Plastics to Landfill Certification	Progress made - superseded	Action now aligned to our waste intensity target	<a href="#">Target 6</a>
	13. We will eliminate the use of single use plastics in all our operations by 2023	Implemented Zero Plastics to Landfill Certification	Progress made - realigned	Realigned	<a href="#">Target 7</a>
	14. We will successfully embed circular economy principles into strategic business planning by 2023	Gap analysis against BS8001 conducted	Progress made - superseded	Action now aligned to our waste intensity target	<a href="#">Target 6</a>

## 2030 Targets: Progress & Updates Since 2020

Theme	Target	Performance to end of 2025	Status	Next Steps	Corresponding New Target
Enhancing communities	15. We will achieve an independently assessed health and safety maturity of 'Calculative' by 2023	OHS Maturity Level 3 (Calculative) achieved by two of our three divisions in our 2023 assessment	Progress made - realigned	Realigned	<a href="#">Target 8</a>
	16. We will achieve an independently assessed health and safety maturity of 'Proactive' by 2025	OHS Maturity Level 3 (Calculative) achieved by two of our three divisions in our 2023 assessment	Progress made - realigned	Realigned	<a href="#">Target 8</a>
	17. We will increase our added Social Return on Investment by 5% year on year against our 2019 baseline	Delivered >€1.6 billion in measurable social value since 2019	Progress made - realigned	Realigned	<a href="#">Target 10</a>
Leading on responsible business practices	18. We will successfully embed the ISO 20400 Sustainable Procurement principles into our way of working by 2022	Achieved external validation in 2023	Achieved	Now embedded into Business As Usual operations	Business as Usual (BAU)
	19. We will achieve the Irish Centre for Diversity Investors in Diversity Gold standard by 2023	Achieved Gold in 2024	Achieved	Maintained & Developed	<a href="#">Target 11</a>
Innovation & digital technology	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	Certified to BIM Ready in 2021	Achieved	Now embedded into Business As Usual operations	Business as Usual (BAU)
	21. By 2025 we will have 10 Data Apprentices working in 'earn and learn' positions	7 apprenticeships delivered by end 2025, with 1 in progress; 4 participants did not complete the programme	Progress made - superseded	Now embedded into Business As Usual operations	Business as Usual (BAU)



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