



# Gender Pay Gap Report 2025

Sisk Group (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 166-year history. We are underpinned by our core values of Care, Integrity, and Excellence which sit at the heart of who we are and how we treat our people.**



People and Culture is our most business-critical strategic priority. We strive to build a leading and inclusive workplace where everyone can do meaningful work, collaborate with great people, and thrive personally and professionally.

As part of that strategy, we are committed to promoting, progressing and operationalising Equality, Diversity, Inclusion and Belonging (**EDIB**). Our mission is to build inclusion and belonging into how we work every day – shaping our culture, strengthening our external impact, and building accountability and transparency into every decision.

This Gender Pay Gap Report, which covers several entities in the Sisk Group across Ireland and the UK, represents an important annual statement of our commitment to embed EDIB in our business and address the challenges of gender equality and representation 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. In 2025, we conducted a thorough analytical review of the challenges women are facing in our business, to understand how we can better support women to enter, stay, and grow at Sisk. We are using that information to inform the next evolution of our People & Culture strategy that is currently in development, ensuring that gender inclusivity remains a key strategic priority for our business and that we set ourselves ambitious targets over the coming 3 to 5 years

We are confident that our efforts will drive meaningful change. However, we recognise that progress is not always linear. This year, we are reporting our gender pay gap across six group entities, including three that have come into scope for the first time in 2025. For the three entities that reported previously, the gap has increased, reinforcing our commitment to accelerate action.

Encouragingly, we are seeing signs of progress. In Ireland, the overall percentage of women at the snapshot date increased compared to 2024, and we recently appointed our first female Managing Director. In the UK, the percentage of women in the top pay quartile rose compared to the previous year. We are also seeing increased numbers of female applicants and hires in our early careers programmes. We remain committed to transparency, accountability, and continuous improvement. By listening to our people, analysing our data, and learning from lived experiences, we are shaping a targeted, data-driven approach to closing the gender pay gap over the coming years

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

**Paul Brown**  
CEO

# Shaping the Future for Women in Construction

**At Sisk, we want to create an inclusive culture where women feel supported and empowered and create meaningful change for women in our industry and wider society.**



Inside Sisk, change begins with listening. This year, we brought together voices from across the Sisk Group in eight focus groups that welcomed colleagues of all genders, from both sites and offices. These sessions offered a space for sharing lived and observed experiences of being a woman in construction, helping us to understand not only the challenges faced, but also the support needed to succeed and the solutions our people want to see.

We've taken bold steps to make wellbeing and inclusion part of everyday life. Our first women's health campaign sparked new conversations about support and understanding, while local International Women's Day events across Ireland, the UK, and Europe brought colleagues together to celebrate progress and community. Our employee resource group, Building Gender Balance Network continues to champion gender balance, offering support, visibility, and a platform for change.

We are committed to operationalising EDIB through inclusive leadership and see this as critical to the development of our culture. We are in the process of developing a suite of leadership behaviours that we can weave into everything we do and help shape and strengthen our culture. Inclusive leadership will be at the core of these behaviours and will ensure:

- Every leader takes responsibility for building an inclusive culture on their team.
- Leaders model inclusive behaviours in how they communicate, make decisions, and manage people.
- Inclusion is built into leadership expectations, training and action plans.

In 2025 more than 100 of our senior leaders have already participated in inclusive leadership training, gaining valuable insights into the core competencies that define truly inclusive

leaders and our intent is that all senior leaders and people managers will be trained in inclusive leadership and decision making by 2027.

But our ambition reaches beyond our own walls. Sisk is helping to shape the future of the industry itself. Three of our Group companies are now members of Women in Construction Ireland, where one of our colleagues also serves as a strategic advisor and sits on the advisory board, helping to drive networking, awareness, and support for women in the sector. As a gold sponsor of the CIF International Women's Day event, we brought over 60 Sisk colleagues together with peers from across the industry, demonstrating our commitment to collective progress.

We know that allyship is essential for lasting change. That's why our public webinar on allyship, which we opened to our peers, supply chain, and the wider community, featured the CEO of Male Allies UK, sparking vital conversations about the role of men in supporting women and the benefits of gender balance for all.

As we reflect on these milestones, we recognise that real progress means moving beyond short-term initiatives to lasting change. The dial must turn further. This is not just about shaping the future for women at Sisk. It's about shaping the future of our industry where access, opportunities, and possibilities are open to all.



**Rob Oxley**  
Director of Culture, Inclusion  
and Talent Development



**Amy Martin**  
Equality, Diversity and  
Inclusion Partner



“ As a long-term staff member, I was happy to see Sisk taking the initiative on this contentious issue and hosting focus groups to understand the lived experience of women in our business. It was interesting meeting younger staff members and hearing their points of view. Improving the gender balance is no easy feat, and I commend any work being done to address this



**Nyree Blackhall**  
Project Control Analyst



# 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 and median for women against the mean and 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 typically reflects the underrepresentation of women in senior, higher-paid roles within an organisation. It is important to note that gender pay gap reporting is not the same as equal pay for equal work, which is a legal requirement in Ireland, the UK, and the EU. The existence of a gender pay gap does not mean that men and women are paid differently for the same role or work of equal value.

## 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)	5	5
Junior (€25/hour)	5	5
Mean Pay	$(€50 \times 5 + €25 \times 5) / 10$ <b>= € 37.5/hour</b>	$(€50 \times 5 + €25 \times 5) / 10$ <b>= € 37.5/hour</b>
Gender Pay Gap	There is <b>no</b> 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)	2	8
Junior (€25/hour)	8	2
Mean Pay	$(€50 \times 2 + €25 \times 8) / 10$ <b>= € 30/hour</b>	$(€50 \times 8 + €25 \times 2) / 10$ <b>= € 45/hour</b>
Gender Pay Gap	There is a <b>33.3%</b> difference in the mean pay between men and women	



“ I joined Sisk as a Graduate Engineer back in 2003, and today I have the privilege of running a Business Unit. Along the way, I’ve seen firsthand just how much our company thrives when we bring together different perspectives, skills, and leadership styles and how important women are in shaping not just where we are today, but where we’re going to next as a company. At Sisk, we know there are still barriers out there, but we’re fully committed to breaking them down and creating a company and indeed an industry where opportunity is based purely on talent, ambition, skill and ability. When we support and empower women at every level, from apprenticeships right through to leadership, we make our teams, our projects, and our company stronger.

For me, it’s about encouraging more women to see construction as a place where you can build more than just great projects and buildings, but where you can build a fulfilling, meaningful lasting career. And that only happens when everyone feels welcome, valued, respected, and recognised for the difference and contribution they make. We are going in the right direction and have lots to do – but I am confident we will get there.



**Ger Hayes**  
Managing Director,  
Sisk Construction, UK





# Our Gender Pay Gap Data

**John Sisk & Son (Holdings) Limited** | *This company is comprised of staff working in business units in Ireland, including Ireland East and Regional Building, as well as central functions (e.g. finance, HR, etc).*

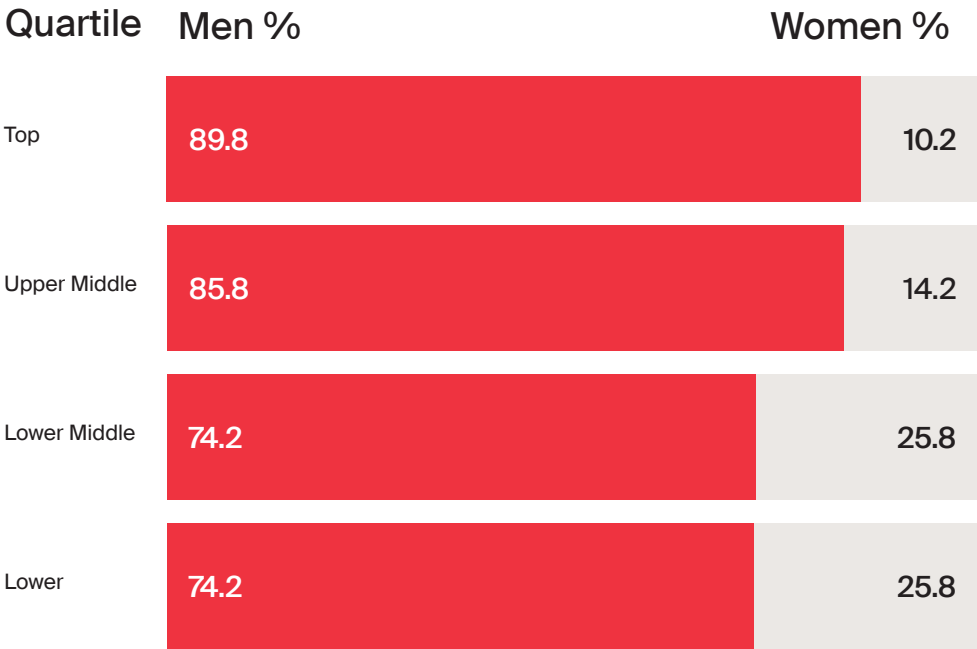


30 June 2025

## Gender Balance Report

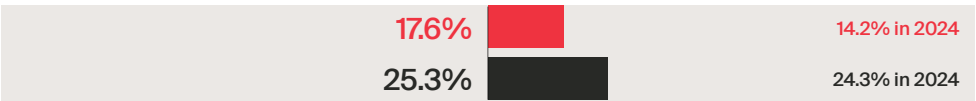


## Gender Distribution per Quartile



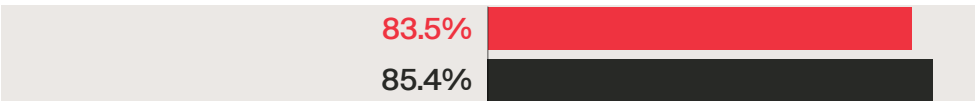
## Gender Pay Gap

Mean % | Median %



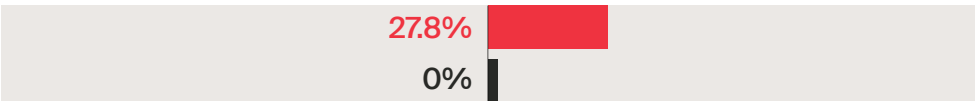
## Proportion of Men and Women receiving a Bonus

Men % | Women %



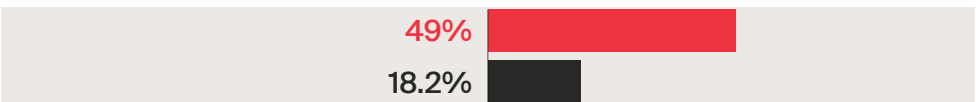
## Bonus Pay Gap

Mean % | Median %



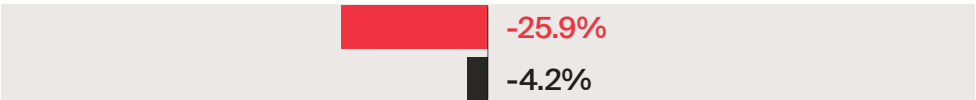
## Proportion of Men and Women receiving BIK

Men % | Women %



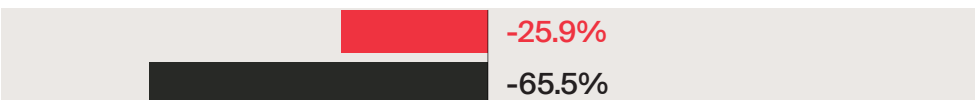
## Gender Pay Gap in Temporary Employees

Mean % | Median %



## Gender Pay Gap in Part-time Employees

Mean % | Median %



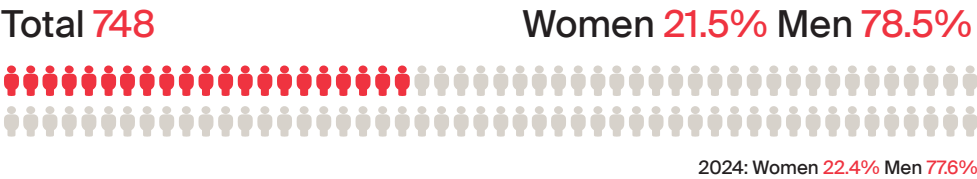
# Our Gender Pay Gap Data

**John Sisk & Son Limited (UK)** | *This company is comprised of staff working in business units in the UK, including Sisk Construction UK, as well as central functions (e.g. finance, HR, etc).*

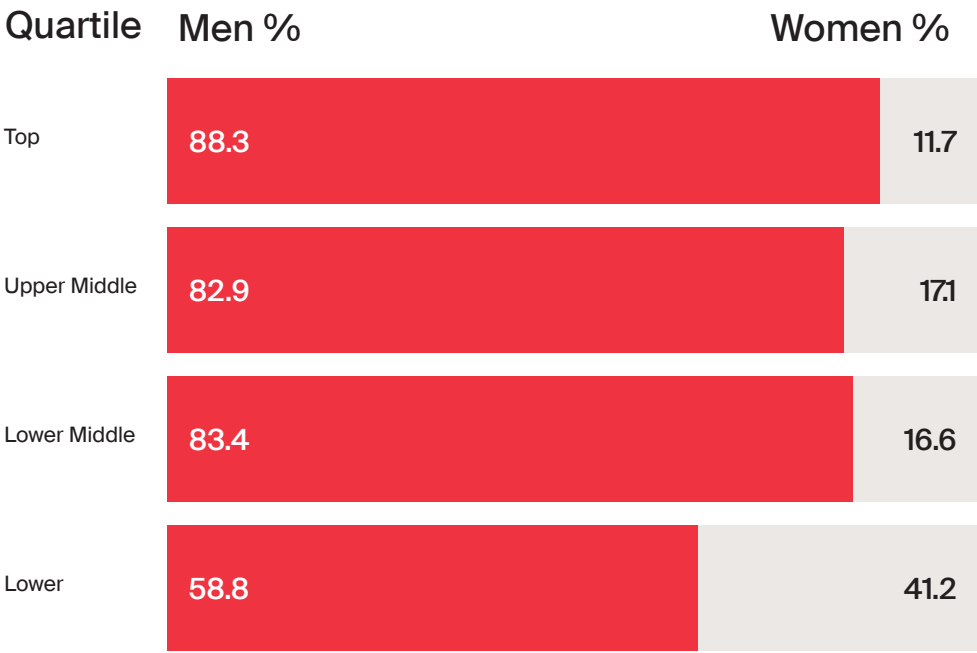
5 April 2025



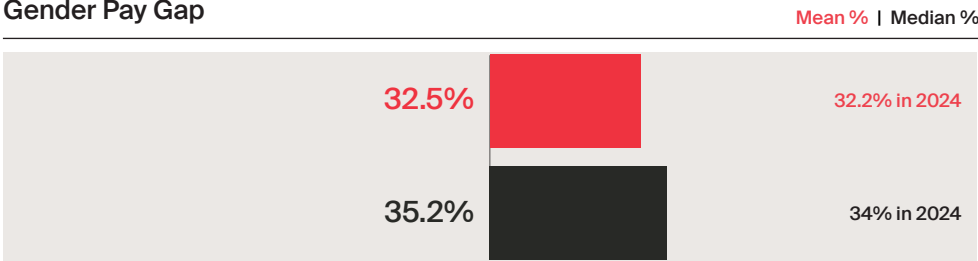
## Gender Balance Report



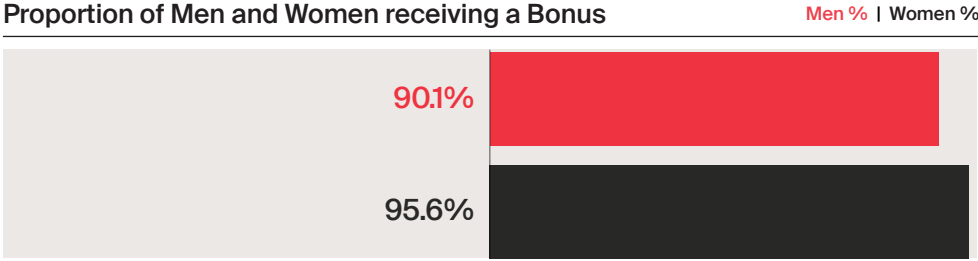
## Gender Distribution per Quartile



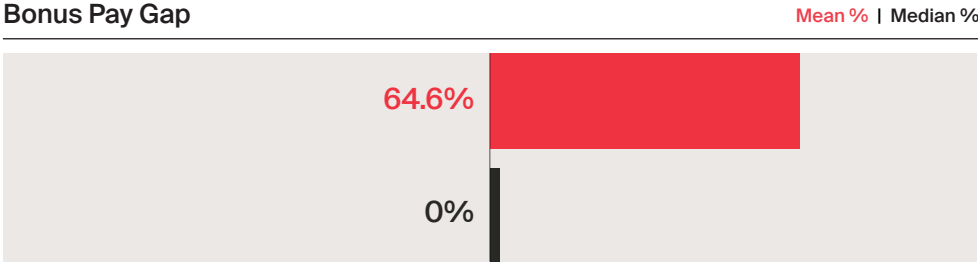
## Gender Pay Gap



## Proportion of Men and Women receiving a Bonus



## Bonus Pay Gap





# Our Gender Pay Gap Data

**John Sisk & Son (International Services) Limited** | *This company is predominantly comprised of our staff who are working on our European projects.*

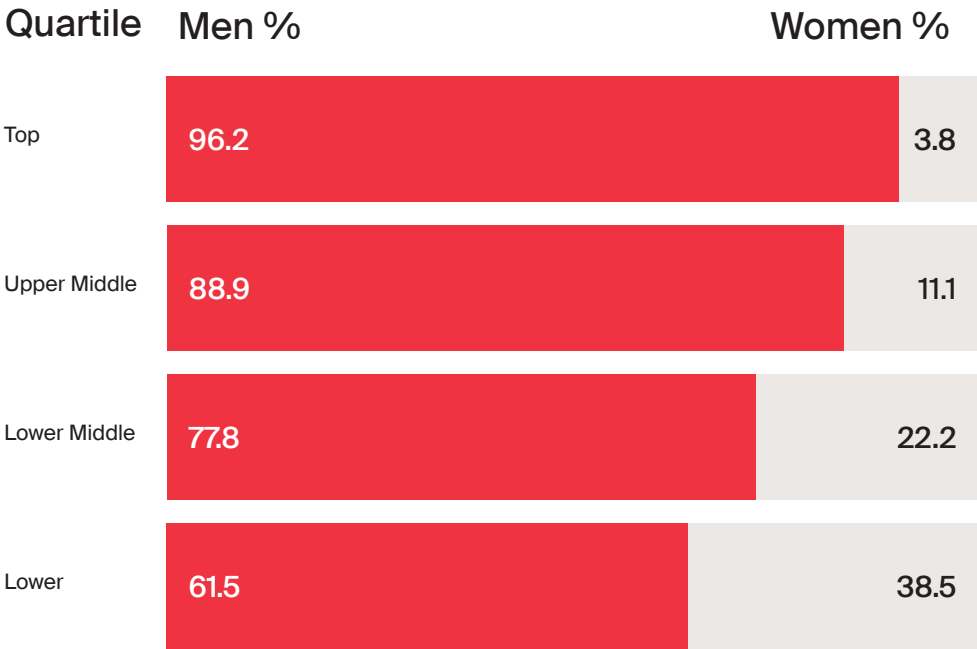
30 June 2025



## Gender Balance Report

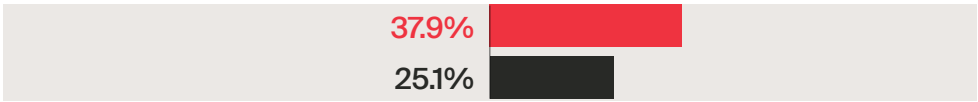


## Gender Distribution per Quartile



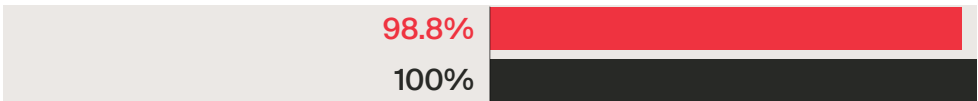
## Gender Pay Gap

Mean % | Median %



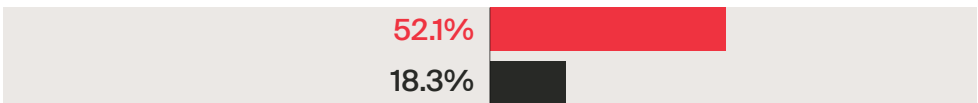
## Proportion of Men and Women receiving a Bonus

Men % | Women %



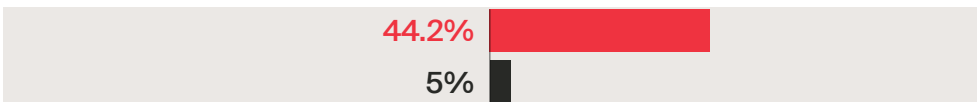
## Bonus Pay Gap

Mean % | Median %



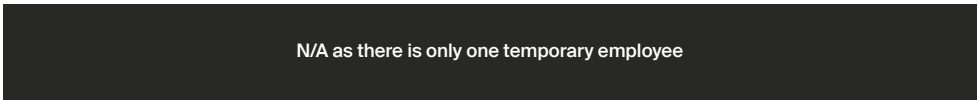
## Proportion of Men and Women receiving BIK

Men % | Women %



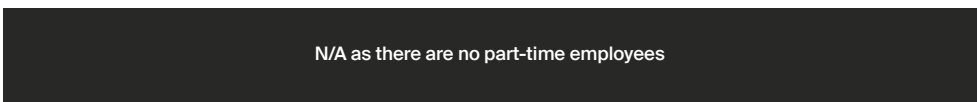
## Gender Pay Gap in Temporary Employees

Mean % | Median %



## Gender Pay Gap in Part-time Employees

Mean % | Median %



\*This company came into scope for gender pay gap reporting in 2025

# Our Gender Pay Gap Data

**SGS Management Services Limited** | *This company is predominantly comprised of staff who provide IT support to our Group.*

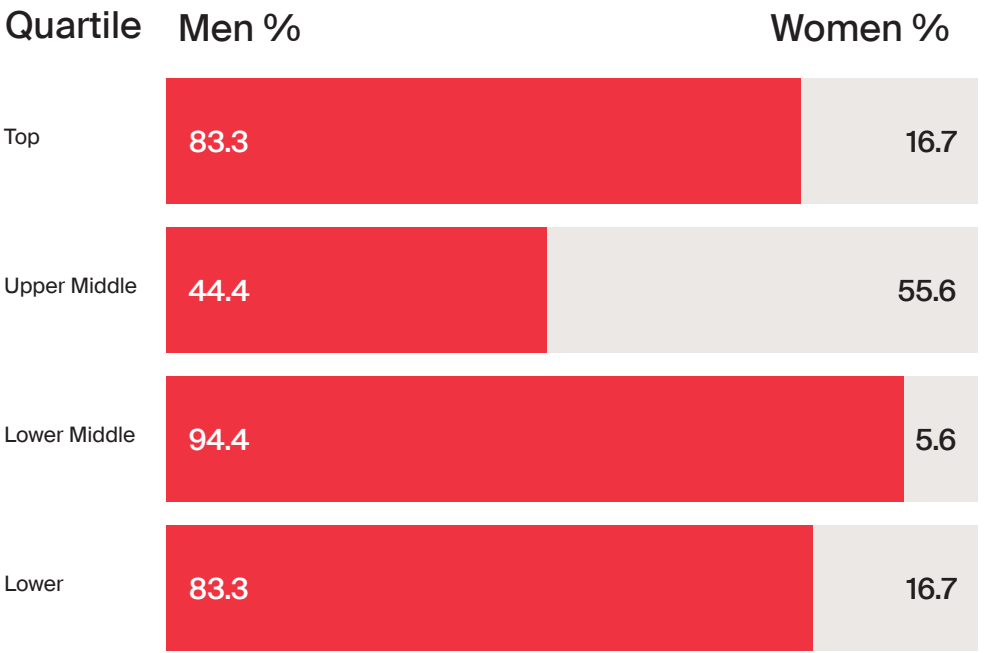
30 June 2025



## Gender Balance Report

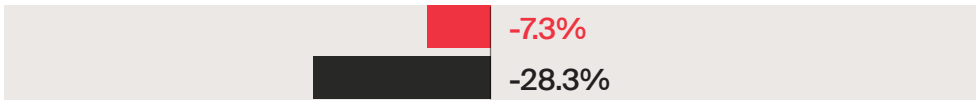


## Gender Distribution per Quartile



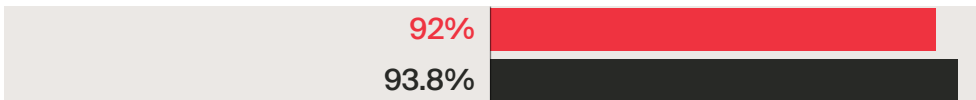
## Gender Pay Gap

Mean % | Median %



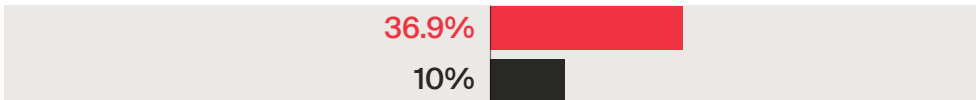
## Proportion of Men and Women receiving a Bonus

Men % | Women %



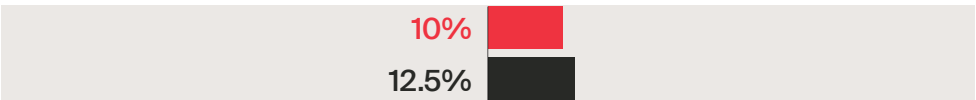
## Bonus Pay Gap

Mean % | Median %



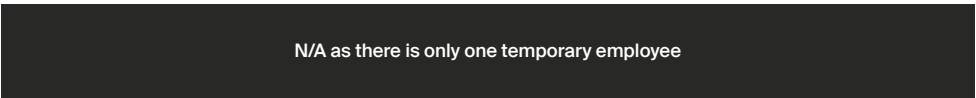
## Proportion of men and women receiving BIK

Men % | Women %



## Gender Pay Gap in Temporary Employees

Mean % | Median %



## Gender Pay Gap in Part-time Employees

Mean % | Median %



\*This company came into scope for gender pay gap reporting in 2025

# Our Gender Pay Gap Data

## Vision Built Manufacturing Limited

This company is comprised of staff who work in Vision Built, our offsite manufacturing business specialising in the design, build and installation of 3D volumetric modular and 2D LGS panelised building solutions.



30 June 2025

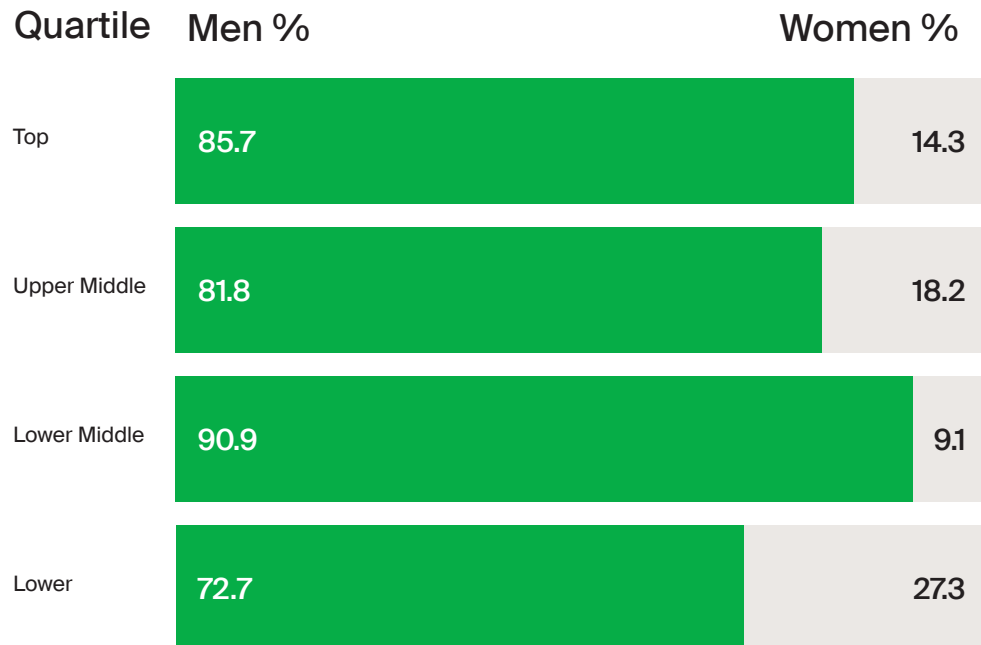
### Gender Balance Report

Total **87**

Women **17.2%** Men **82.8%**

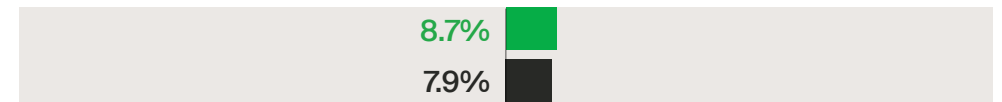


### Gender Distribution per Quartile



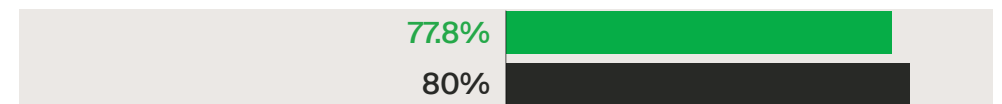
### Gender Pay Gap

Mean % | Median %



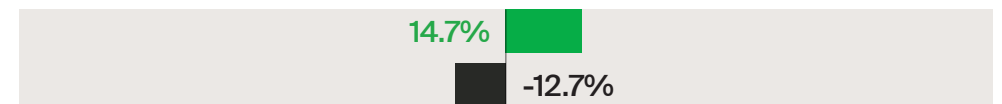
### Proportion of Men and Women receiving a Bonus

Men % | Women %



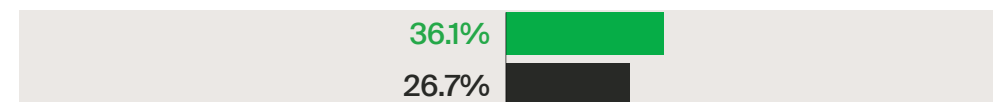
### Bonus Pay Gap

Mean % | Median %



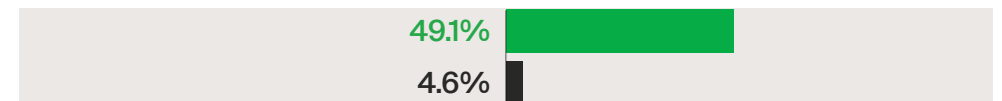
### Proportion of Men and Women receiving BIK

Men % | Women %



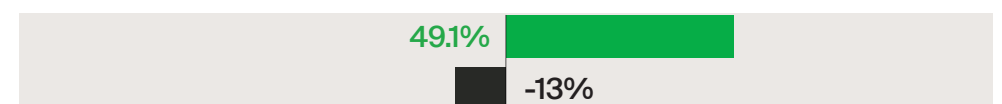
### Gender Pay Gap in Temporary Employees

Mean % | Median %



### Gender Pay Gap in Part-time Employees

Mean % | Median %



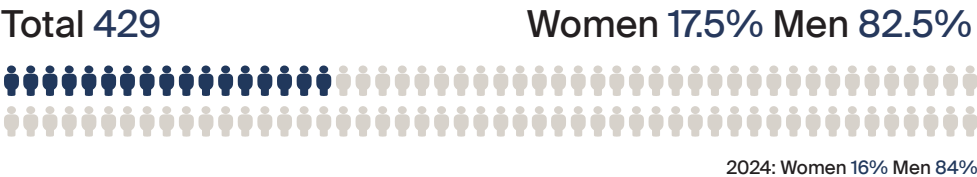
# Our Gender Pay Gap Data



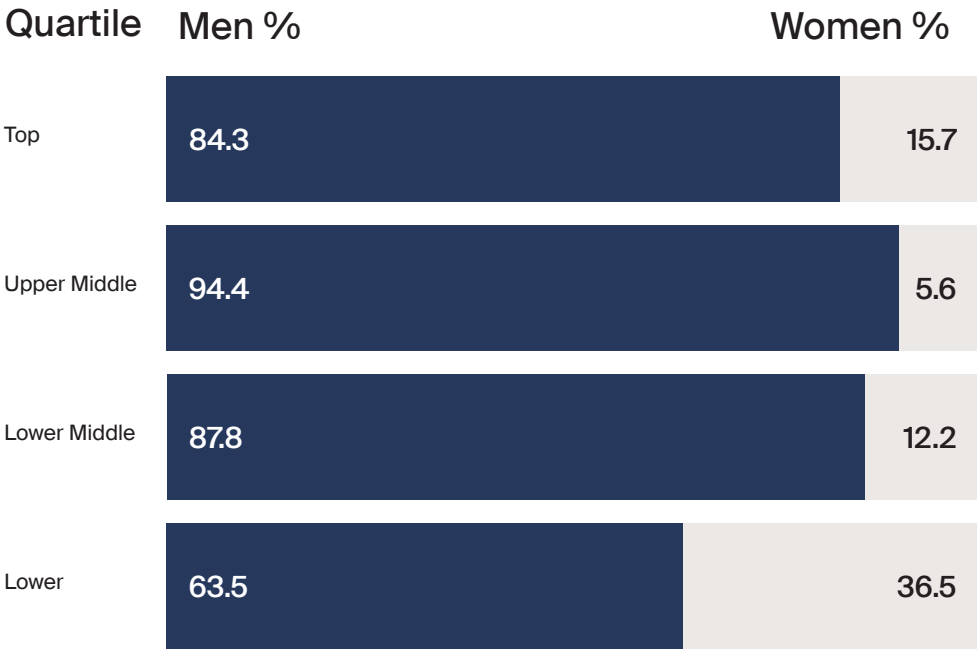
**Sensori Facilities Management Limited** | *This company is predominantly comprised of staff who work in Sensori, our specialist service provider that delivers services in the areas of construction, MEP installations, integration, fit-outs and facilities management.*

30 June 2025

## Gender Balance Report

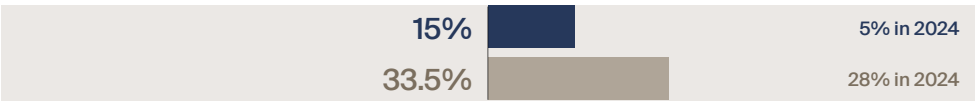


## Gender Distribution per Quartile



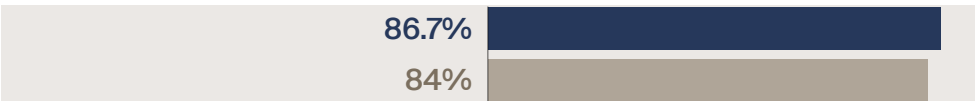
## Gender Pay Gap

Mean % | Median %



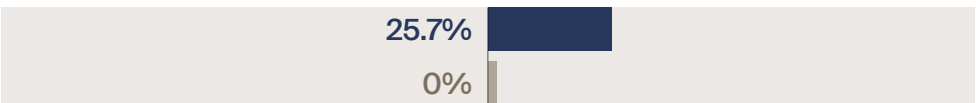
## Proportion of Men and Women receiving a Bonus

Men % | Women %



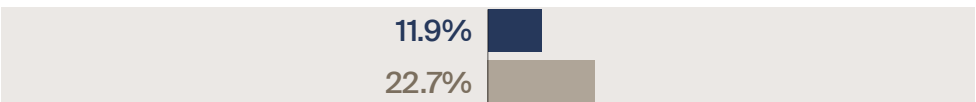
## Bonus Pay Gap

Mean % | Median %



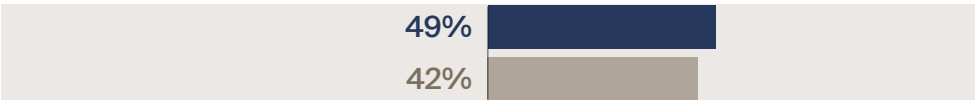
## Proportion of Men and Women receiving BIK

Men % | Women %



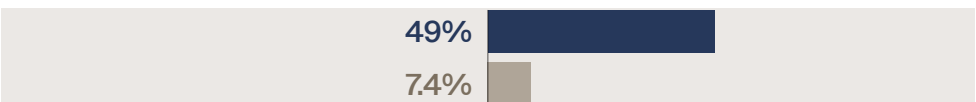
## Gender Pay Gap in Temporary Employees

Mean % | Median %



## Gender Pay Gap in Part-time Employees

Mean % | Median %





# Closing the Gap: Understanding our Challenges and our Strategy for Change

Understanding the reasons behind our gender pay gap is essential for transparency and for shaping effective action.

## Workforce Structure and Pay Quartiles

The primary driver of our gender pay gap is the distribution of men and women across pay quartiles. Across our Group, women remain underrepresented in the upper pay quartiles and well represented in the lower quartiles. A focus on increasing gender representation in the upper pay quartiles, where the highest salaries are found, is essential to closing our gender pay gap.

## Operational and Functional Differences

Gender representation varies significantly between operational and functional support roles:

- **Site-based operational roles:** Men currently form the majority in these roles, reflecting broader industry trends. Structural factors, such as historically limited flexibility and work-life balance challenges, have contributed to lower representation of women. Addressing these barriers is crucial to creating a more inclusive and equitable workplace and this will form a key focus area for us in 2026.
- **Office-based support functions:** Gender representation is much more balanced in our functional and support-based roles across the Group. However, these roles are much fewer in number. This difference in role distribution is a key driver of the gender pay gap. Supporting progression and visibility across all functions is essential to improving representation in higher-paid roles.

## Recruitment Patterns

Attracting women into senior roles remains a significant challenge and reflects a wider industry issue. External market insights and recent recruitment exercises indicate that the pool of female candidates for certain senior-level roles is extremely limited, which impacts our ability to achieve gender balance in leadership positions. This remains a key factor influencing our current gender pay gap.

At the same time, we have made progress in attracting women through early careers programmes, which has increased representation at entry and junior levels. While this currently results in a higher proportion of women in the lower pay quartiles, it is an important step towards long-term change. As these colleagues gain experience and develop within the organisation, we expect to see greater representation of women in senior roles, supporting both succession planning and a more balanced distribution across all pay quartiles.

## Progression and Promotion Patterns

We conducted an in-depth review this year, which has given us valuable insight into the barriers that can make progression into senior roles more challenging for women. Understanding these barriers is a critical step towards removing them and creating a more inclusive pathway to leadership. While we have successfully attracted talented women into entry and junior positions, we recognise the opportunity to strengthen progression into senior roles. This insight is shaping our actions to accelerate development, enhance career pathways, and ultimately achieve greater gender balance across all levels of the organisation.

“Representation of women in construction is still too low, and we need to do more to increase overall representation across all functions and all levels. Sisk have committed to turning the dial on this, with a lot of work already completed on flexibility, attraction and retention of women. I am proud to support this within Vision Built (a Sisk Company) and the wider Sisk Group where we are exceeding the industry averages.

The construction industry is growing (according to the CIF, the sector grew by 18% between 2020 and 2023 despite the impact of COVID on output), and we are facing a significant skills shortage. Women represent approximately 50% of the working population, and this is an opportunity for us to tap into that diverse talent, increase gender diversity in our sector, and bridge the gap.



**Caroline O Laochdha**  
Head of HSSQ, Vision Built

*All entities within the Sisk Group are equal pay employers. We conduct regular equal pay audits to ensure that gender pay equity is maintained for all employees.*

*The EU Pay Transparency Directive is due to come into law in 2026. We will be fully compliant with this important legislation. Among other things, the EU Pay Transparency Directive will require more detailed reporting on pay gaps by categories of workers. We are in the process of refining our pay management infrastructure to ensure full compliance and strengthen our commitment to operating fair and equitable pay practices for all our people.*

## Our Gender Inclusive Strategy

To address the structural and systemic barriers identified in our gender pay gap analysis, we are evolving our People & Culture strategy, which will ensure that gender inclusivity remains a key strategic priority for our business and that we set ourselves ambitious targets over the coming 3 to 5 years

“ I joined Sisk as an Apprentice Site Manager back in 2019. Now I am completing my final year of university as a Civil Engineer. 6 years down the line and I have had the privilege to work with some incredible people who have given me nothing but support.

One thing I have never had to worry about at Sisk is being a female in a male dominated industry. Sisk are absolutely dedicated to ensuring everyone is treated equally and that progression is based on commitment, hard work and ambition.

As a young female I have had the opportunity to help support other young females who are thinking of joining or new to the construction industry, to change their perspective and settle any worries which may have otherwise pushed them in a different direction. It has been refreshing to see how positive their experiences have also been.

I hope to continue supporting apprentices and young professionals in the industry and show the vast range of career opportunities available regardless of gender. Sisk have also shown a huge amount of commitment to this, and I can see they are continuing to move in the right direction



**Sophie Dick**  
Engineer, and UK Apprentice  
of the Year 2025

This strategy is shaped by employee feedback and industry insights, recognising the need for sustained, meaningful change. The strategy will commence in 2026 with a flagship conference that brings together employees of all genders to celebrate the women in our business.

The event will spotlight senior women sharing their career journeys, showcase diverse career paths, and highlight the achievements of women in early careers. It will also provide space for networking, learning, and sharing experiences, with a dedicated focus on male allyship and the role of men in supporting and promoting gender balance. Externally, we will continue to drive impact through active participation in International Women's Day events and sponsorships. We are currently developing proposals for taking an industry leading approach to tackling gender equity in our sector through the facilitation of roundtables with clients, supply chain partners, and industry peers.

Internally, our focus is on

- Attracting and recruiting more women into our business;
- Retaining and supporting women already employed in our Group; and
- Supporting the development and progression of female talent.

### Attraction and Recruitment

We have developed an inclusive recruitment strategy, through which we are taking proactive steps to attract and recruit more women into our business. This includes attending and hosting targeted recruitment events, updating marketing materials to ensure female representation and visibility, and running targeted social media campaigns that challenge stereotypes

and showcase diverse career paths. These efforts are designed to create a more welcoming and inclusive candidate experience and support our goal of increasing female representation across all levels of the organisation.

### Retention and Support

For the women already in our business, we are placing a strong emphasis on connection and community. In the coming year, we will create more opportunities for women to network, build relationships, and share challenges. We also recognise that flexibility is key to supporting retention. We will explore more flexible working options and review traditional contractual hours to ensure our ways of working reflect the diverse needs of our people. Alongside this, we are committed to strengthening everyday culture. Through targeted toolbox talks, we will address persistent challenges such as inappropriate language and behaviour, helping to foster a more respectful and inclusive environment. Much of this work will be led in collaboration with our Building Gender Balance Network, which plays a vital role in promoting gender equity within Sisk and across the wider industry.

### Development and Progression

We're committed to making progression possible for every woman at Sisk. We're exploring mentor and sponsorship programmes backed by training, so everyone has champions for their career journey. We'll shine a spotlight on some of the incredible women in our business, sharing their stories and the paths they've taken (including non-linear routes) to show what's possible. And we're making career progression clearer with transparent career maps and visible role models at senior levels, so women can see the opportunities ahead and feel confident they belong at every stage.





“ I joined Sisk 2004 as a graduate engineer and have been fortunate to grow through a variety of roles with the support of those around me. Over the years, I’ve seen firsthand what makes this a great company to work for – the opportunities to develop, the encouragement to take on new challenges, and the people who genuinely want each other to succeed. As we continue to grow, and face the same sector-wide challenges in attracting and keeping talent, ensuring fairness in pay is crucial. It helps everyone feel valued and confident that building a career here is both possible and worthwhile.



**Leanne Broderick**  
MD Regional Building

“ As Vice Chair of the Building Gender Balance Network, I’ve seen the power of collective action - when we listen, learn and act together. At Sisk, we don’t just talk about change, we build it. For me, it’s about making construction a place where women don’t just join but have equal opportunity to thrive, lead and shape the future. Everyone at Sisk has a role to play - by recognising and challenging our own biases, we can all contribute to a more inclusive culture. Small cultural shifts, made consistently, have a big impact over time - and when we all take responsibility for our actions, we move change in the right direction.

Living our Sisk values of Care, Integrity and Excellence means applying them not only to how we build, but how we treat one another. When we support and empower women at every level, we’re not just changing careers, we’re changing futures. We still have a lot of work to do, but the commitment for this change is clear and I’m proud to be part of that journey.



**Aoife Flynn**  
Design Manager and Vice Chair of the Building Gender Balance Network



# Declaration

**This report has been prepared on behalf of the following legal entities:**

- John Sisk & Son (Holdings) Limited
- John Sisk & Son (International Services) Limited
- SGS Management Services Limited
- Vision Built Manufacturing Limited
- Sensori Facilities Management Limited
- John Sisk & Son Limited

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 (UK) and the Gender Pay Gap Information Act 2021 and Employment Equality Act 1998 (Section 20A) (Gender Pay Gap Information) Regulations 2022 (Ireland).

Signed:



**Paul Brown**  
Chief Executive Officer

*P. Brown*



**Ger Penny**  
Chief Financial Officer

*G. Penny*



**Bernie McGarrity**  
Chief People Officer

*B. McGarrity*





# Glossary of Key Terms

- **Mean:** The average hourly remuneration or the average bonus.

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- **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.

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- **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.

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- **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.

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- **Bonus:** includes vouchers, such as Christmas vouchers, which are paid to employees above and beyond their ordinary pay.

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- **Benefits in Kind (BIK):** Non-cash benefits that have a cash value

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- **Quartile Bands:** Quartile refers to the division of employees into four even segments based on the value of their hourly wage and looking at the proportion of male and female employees in each segment.