



John Sisk & Son

# Sustainability Report 2025

**Building today,  
Caring for tomorrow**



# About This Report

Launched in 2020, our 2030 Sustainability Roadmap, **Building today, Caring for tomorrow**, set out our sustainability commitments at Sisk, and our ambition to create long-term value for people, the environment and our business.

Following the completion of our most recent double materiality assessment (DMA), we refreshed the 2030 Sustainability Roadmap to ensure it reflects the outcomes of this work, as well as our values, ambitions and business strategy **Delivering Together - Growing Stronger**.

As part of our 2030 Sustainability Roadmap update, we streamlined the roadmap structure, consolidating its original five themes into three clear focus areas:



**Low-Carbon, Circularity & Natural Environment**



**People & Communities**



**Responsible & Innovative Business Practices**

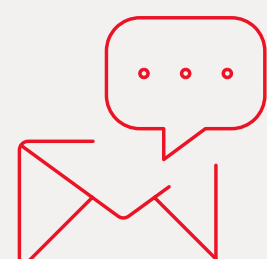
These focus areas address the issues that matter most to our stakeholders and provide a clearer framework for decision-making, delivery and performance management. They continue to support our contribution to the United Nations Sustainable Development Goals (SDGs), while reinforcing the importance of collaboration across our projects, supply chain and partners.

This report outlines our progress during the reporting period of 1<sup>st</sup> January to 31<sup>st</sup> December 2025 and marks the transition to the refreshed roadmap and updated targets. It has been prepared with reference to the European Sustainability Reporting Standards (ESRS) and reflects our ongoing preparation for reporting under the Corporate Sustainability Reporting Directive (CSRD). However, this report is not presented as being compliant with ESRS and should not be interpreted as such. References to the standards are provided in the appendix to support transparency on alignment and future direction.

The majority of the data in this report is based on primary source data. Where data is not yet available, we have used carefully selected estimates or proxies. We have reviewed and enhanced our methodologies regularly, making continued improvements in data systems including analytics and business intelligence tools. Several key metrics, such as greenhouse gas (GHG) emissions, are externally assured, with assurance coverage expanding over time, including fully CSRD-aligned external assurance for the FY2027 reporting period.

### About the front cover

Sisk tops out Block S&T at Greystar’s Pearl Yard Bermondsey, a major residential development in London. The project will deliver 472 apartments across two high-rise buildings, with extensive use of modern construction methods helping to transform this former factory site into a large-scale regeneration scheme.



### Contact Us

If you have any comments, questions or suggestions on the content in this Sustainability Report, please feel free to contact our Sustainability team at [sustainability@sisk.ie](mailto:sustainability@sisk.ie)

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# 2025 Sustainability Highlights



## Low-Carbon, Circularity & Natural Environment

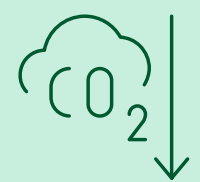
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**CDP A**  
achieved for the second consecutive year



**98.6%**  
construction and demolition waste diverted from landfill



**24%**  
reduction in absolute Scope 1 and Scope 2 GHG emissions



**2**  
additional sites certified Zero Plastic to Landfill



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**220,000**  
native trees planted in 2025 (over 1.3 million to date)

Biodiversity strategy developed

Low-carbon concrete demonstrator in the UK and Ireland



## People & Communities

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**€9 million +**  
Social value generated through the facilitation of 11,101 apprenticeship weeks

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Health screening for **1,400** employees



**€600,000+**  
cumulative contribution to Focus Ireland through Shine a Light

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Launched our Inclusion & Belonging Report

⊕ READ IT HERE

**2,700+**

people have participated in our Safe Safer Sisk leadership training programme

**SAFE SAFER SISK**



Considerate Constructors Scheme (CCS) - 'Employer of the Year'



## Responsible & Innovative Business Practices

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Launched our Supply Chain Code of Conduct

Worked on the development of an Irish Sustainability Common Assessment

Irish Construction Industry Awards BIM initiative of the year award

Established a Human Rights Steering Group



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Digital Occupational Health & Safety permits introduced

Sustainability is deeply embedded in our strategy and culture; shaping how we build, innovate, and grow responsibly.



## A Message from Our CEO

### Dear Stakeholder,

I am delighted to introduce our 2025 Sustainability Report and to thank our people across Sisk, who together with our partners and stakeholders, continue to drive positive change in our industry and beyond. At a time of heightened global uncertainty, accelerating climate impacts, shifting regulation and rising expectations of the built environment, sustainability remains integral to how we grow and manage our business here in Sisk.

Over the past year, we refined our 2030 Sustainability Roadmap, ***Building today, Caring for tomorrow***, and integrated it into our updated corporate strategy, ***Delivering Together - Growing Stronger***. Since the Roadmap first launched, our business has grown significantly, along with our understanding of the responsibilities that come with that growth. This improved understanding is now driving our updated approach, which is detailed in our separate **2030 Sustainability Roadmap report**. This approach reflects this shift and focuses on the areas where we believe we can make the greatest impact. We have sharpened our direction for the years ahead, placing stronger emphasis on operational and embodied carbon, biodiversity, mental health and human rights, while reaffirming our long-term commitments across our core priorities. Sustainability is central to how we operate, and we know it underpins resilient and responsible growth. It enables us to deliver complex projects responsibly, attract and retain skilled people, manage risk and create long-term value for our clients, communities and supply chain.

In 2025, our commitment to delivering excellence was reflected in a formidable year of project wins and progress. Our teams delivered a wide range of projects that reflected steady progress towards more sustainable solutions. Our work on the Adare-By-Pass is part of our ongoing delivery of vital infrastructure that

enhances connectivity. We delivered two hospital projects in Limerick, University Hospital Limerick and Bon Secours, as well as completing works in the city at One Opera Square. We continued to make great progress on projects as diverse as the Etihad Stadium expansion in Manchester, high-rise residential accommodation at Glass Bottle in Dublin, began Student Accommodation at UCD and a major residential project at Cherry Orchard for the Land Development Agency (LDA). In Life Sciences and Technology, we continued to work on the Astellas Pharmaceutical plant in Kerry and delivered projects for Moderna and Diamond Light in the UK, while our award-winning Vantage Data Centre Project in Dublin made good progress.

The year also saw strong momentum across our sustainability priority areas. We expanded our 'zero plastic to landfill' ambition across more of our operations and strengthened circular practices on sites. Our low-carbon concrete demonstrator programme expanded from the UK into Ireland, supporting the transition of emerging technologies from testing to practical application. We achieved a 24% reduction in absolute Scope 1 and Scope 2 GHG emissions compared to our baseline year and maintained our CDP A rating for the second consecutive year. Our efforts were recognised externally through a range of awards, including 'Employer of the Year' with the Considerate Constructors Scheme (CCS), 'Best Sustainability Initiative' at the National Property Awards, and 'Partnership with a Social Enterprise' and 'Diversity and Inclusion' at the Chambers Ireland Sustainable Business Impact Awards, among others. In 2025, we were very proud to become an Irish SDG Champion, just one of twenty companies, reflecting our commitment to contributing beyond our own organisation and playing an active role in advancing national progress on the global Sustainable Development Goals.

Equally important has been our continued focus on people and responsible business practices. This year, we formally established a Human Rights Steering Group, strengthening oversight and accountability in line with international standards. We launched our Supply Chain Code of Conduct, setting clear expectations around ethical behaviour, labour standards, and environmental responsibility across our supply chain. We published our first Inclusion & Belonging Impact Report, providing transparency on how we are working to create a workplace where everyone feels respected, supported and able to thrive.

As regulatory expectations continue to evolve, we continue to prepare for the Corporate Sustainability Reporting Directive (CSRD). This year's work has strengthened our data, governance and controls, supporting both compliance and improved decision-making. The insights gained through our preparations have directly informed the refinement of our Sustainability Roadmap and our focus for the second half of this decade.

None of this progress happens in isolation. It is driven by the dedication of our people, the strength of our partnerships and the trust placed in us by clients and the communities in which we operate. Our contribution as a business is clear: to deliver essential infrastructure and buildings in a way that supports a low-carbon future, upholds human rights, protects wellbeing, and creates lasting value.

**Paul Brown**  
CEO, John Sisk & Son  
25<sup>th</sup> June 2026

# Our Business

Founded in Cork in 1859, Sisk remains a family-owned business, grounded in a deep sense of responsibility to our people, our clients and the communities we serve.

Today, we have a team of around 3,700\* professionals working across Ireland, the UK and Europe, delivering complex projects in sectors critical to economic and social progress.

Our strategy, **Delivering Together - Growing Stronger**, sets out how we plan to deliver sustainable growth and stay resilient in a changing industry. It focuses on three strategic priorities: People & Culture, Quality of Earnings, and Safe & Sustainable Construction, underpinned by Operational Excellence. Together, these priorities guide how we invest in our people, strengthen our performance, and continuously improve the way we design, build and operate.

At Sisk, excellence in the delivery of our work is shaped by our Quality DNA and our Zero Vision of achieving zero snags and zero defects. Our value of Excellence

is defined as being the best at what we do, placing quality at the heart of every activity and reinforcing our belief that all projects can be delivered right first time. Built on the Plan-Do-Check-Act cycle, this approach promotes disciplined execution, reduces rework, and drives consistent performance. We achieve this through proactive planning and close collaboration with our clients and supply chain, working together from the outset and throughout the project lifecycle to ensure the highest standards are delivered.

We are driven by a clear purpose, creating places for future generations. Our vision is to be at the heart of change, while our mission is to embrace innovation and new ways of working to achieve building excellence. This means creating environments where people can thrive, leading positive change across our industry and delivering future-ready solutions that meet the needs of our clients and our communities alike.

Our values – Care, Integrity, Excellence – are the foundations of everything we do. They shape how we work with each other, how we engage with our partners, and how we deliver projects safely, responsibly, and to the highest standards.

Across our core construction activities and specialist subsidiaries – including Sisk Rail, Sensori, Farrans, Vision Built and Fuse Rail – we combine technical expertise with innovation, digital capability and modern construction techniques. This integrated approach allows us to deliver cutting-edge solutions across a wide range of sectors, all the time preserving the levels of quality, reliability and trustworthiness that have defined Sisk for generations.

3,700\*



Employees

53



Different nationalities employed

80+



Live projects

€2.6+



Billion turnover

Our values



CARE



INTEGRITY



EXCELLENCE



Countries of operation

[+](#) READ MORE ABOUT OUR VALUES

[+](#) READ MORE ABOUT OUR SERVICES AND OUR SECTOR EXPERTISE

\*April 2026 headcount; 3,700 across the entire Sisk Group of companies.

# Sustainability at Sisk

Sustainability is one of our core business priorities and is integral to how we build, operate and plan for the future.

We launched our 2030 Sustainability Roadmap – **Building today, Caring for tomorrow** – in 2020, expressing our commitment to creating long-term value for people, the planet and our business. Over the past five years, this strategy has shaped and influenced our operations and guided meaningful progress across our business, including a 24% reduction in absolute Scope 1 and Scope 2 GHG emissions from our 2019 baseline, despite significant growth.

Recognising how our organisation, and external conditions, have evolved – and taking guidance from our latest DMA – we have reviewed and refined our original targets. This has allowed us to better reflect the current realities and retain a high level of ambition. With five years of progress, deeper insights and greater organisational maturity, we are better positioned to set targets that are both stretching and achievable. In some areas, our original ambitions were set ahead of available data and delivery pathways; our updated targets reflect a more informed, credible and deliverable trajectory, while maintaining the pace needed to drive continued progress.

Our revised roadmap reinforces our core priorities and places greater emphasis on operational and embodied carbon, mental health, human rights, circularity and biodiversity, understanding how important they have become to our stakeholders. It sets out strengthened, focused targets that support our continued progress towards a more resilient, low-carbon, and responsible future.

⊕ READ MORE ON OUR WEBSITE

As part of this update, we have sharpened our focus and integrated it into the latest corporate strategy **Delivering Together - Growing Stronger**. We consolidated the previous five themes into the following three priority areas to improve clarity and alignment with our stakeholder expectations:

	<b>Low-Carbon, Circularity &amp; Natural Environment</b> ⊕ PAGE 15
	<b>People &amp; Communities</b> ⊕ PAGE 26
	<b>Responsible &amp; Innovative Business Practices</b> ⊕ PAGE 39

The themes guide our efforts to reduce carbon emissions, improve resource efficiency, support local communities, and embed ethical governance practices across our operations. We have embedded sustainability considerations all across our operations, from early-stage planning right through to project delivery and supply chain collaboration.

The accreditations and sustainability recognitions we have earned capture the high standards we have set across our projects and operations. These external validations highlight our commitment to environmental and social responsibility, compliance, and excellence in performance, setting us apart as a trusted and progressive construction partner.



Our refreshed roadmap reflects our growth as a business, rising expectations, and our ambition for the future. As Ireland’s largest contractor, we take our responsibility to lead on sustainability seriously and are committed to working with others across the industry to create a positive legacy.

**Sinéad Hickey**  
Group Sustainability Director



Avondale House and Forest Park

# United Nations Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) provide a shared global blueprint for addressing the world's most pressing environmental and social challenges.

They offer a clear and universally recognised framework to guide responsible business practices and drive long-term, sustainable value.

At Sisk, the SDGs underpin our approach to sustainability, shaping our priorities and the impact we seek to deliver. We have updated our alignment with the SDGs in our refreshed 2030 Sustainability Roadmap, ensuring our actions contribute to global progress on climate action, sustainable infrastructure, responsible consumption, and inclusive economic growth. By identifying and progressing towards specific targets,

we are concentrating our efforts where we believe we can deliver the greatest impact, supported by robust governance, data-driven performance monitoring, and continuous improvement.

Our commitment to integrating the SDGs into our day-to-day operations, culminated in being selected by the Department of Climate, Energy and the Environment to participate in the **Irish SDG Champions Programme**. As an SDG Champion, we play a key role in supporting national progress towards the SDGs by demonstrating and advocating for practical actions through sustainable and innovative construction practices.

At Sisk, we leverage our workforce and wider network of people across Ireland, the UK and Europe to promote the SDGs beyond our direct operations. We embed SDG messaging across our sites, supplier forums and industry events, driving responsible procurement and more sustainable practices throughout our supply chain. We back up our commitments with client engagement, annual sustainability reporting, public campaigns linking social impact to global goals, and targeted education and outreach initiatives that support outcomes aligned with relevant SDGs in education, equality and decent work. Through our corporate communications, public events and publications, we work to make sure our progress is visible, credible and impactful across the wider construction ecosystem.

We also actively take part in Global Goals Week each year, using these platforms to engage with employees, peers and stakeholders, share progress and support collaborative action on SDGs, at both global and national level.

Integrating the SDGs into our Sustainability Roadmap aligns with our purpose of creating places for future generations and captures our values of care, integrity, and excellence. It enables us to deepen our positive impact, strengthen stakeholder trust, and support the long-term resilience and success of our business.



Anthony Burrowes, Social Value Manager Ire, and Europe, attending Ireland's SDG Champions launch event

## SUSTAINABLE DEVELOPMENT GOALS

<b>Low-Carbon, Circularity &amp; Natural Environment</b> 	<b>13 CLIMATE ACTION</b> 	<b>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</b> 	<b>15 LIFE ON LAND</b> 	<b>11 SUSTAINABLE CITIES AND COMMUNITIES</b> 	<b>7 AFFORDABLE AND CLEAN ENERGY</b> 
	<b>Target 13.1</b> <b>Target 13.2</b> <b>Target 13.3</b>	<b>Target 12.5</b> <b>Target 12.7</b>	<b>Target 15.5</b> <b>Target 15.9</b>	<b>Target 11.6</b>	<b>Target 7.3</b>
<b>People &amp; Communities</b> 	<b>5 GENDER EQUALITY</b> 	<b>8 DECENT WORK AND ECONOMIC GROWTH</b> 	<b>10 REDUCED INEQUALITIES</b> 	<b>11 SUSTAINABLE CITIES AND COMMUNITIES</b> 	<b>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</b> 
	<b>Target 5.1</b> <b>Target 5.5</b>	<b>Target 8.3</b> <b>Target 8.5</b> <b>Target 8.8</b>	<b>Target 10.2</b> <b>Target 10.4</b>	<b>Target 11.1</b> <b>Target 11.2</b>	<b>Target 12.8</b>
<b>Responsible &amp; Innovative Business Practices</b> 	<b>5 GENDER EQUALITY</b> 	<b>8 DECENT WORK AND ECONOMIC GROWTH</b> 	<b>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</b> 	<b>10 REDUCED INEQUALITIES</b> 	<b>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</b> 
	<b>Target 5.1</b>	<b>Target 8.2</b> <b>Target 8.8</b>	<b>Target 9.4</b> <b>Target 9.5</b>	<b>Target 10.2</b> <b>Target 10.3</b> <b>Target 10.4</b>	<b>Target 12.7</b>

The content of this publication has not been approved by the United Nations and does not reflect the views of the United Nations or its officials or Member States.

[CLICK HERE FOR MORE INFO.](#)

# Awards & Recognition

Our approach to sustainability continues to be recognised through industry awards and external endorsements, demonstrating the strength and impact of our delivery.

The recognition we received in 2025 reflects the consistent effort of our teams and our focus on continuous improvement. These include sustainability-related awards received at the Chambers Ireland Awards, The National Property Awards, the Business Energy Awards and the Considerate Constructors Scheme (CCS) Grand Gala Awards.



1



2



3



5



4

- 1 Chambers Ireland Sustainable Business Impact Awards (1) 'Diversity, Equity & Inclusion' and (2) 'Partnership with a Social Enterprise'
- 2 Business Energy Achievement Awards - Best Energy Achievements in Construction
- 3 National Property Awards - 'Best ESG/Sustainability Initiative' Zero Plastic to Landfill initiative
- 4 Considerate Constructors Scheme (CCS) - 'Employer of the Year' and 'Social Value Leader of the Year' Christina Nichols






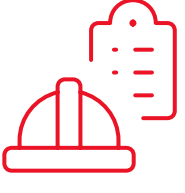
⊕ YOU CAN FIND OUT ABOUT ADDITIONAL AWARDS AND RECOGNITION WE HAVE RECEIVED ON OUR WEBSITE

# Stakeholder Engagement

At Sisk, our relationships with our stakeholders are built upon the cornerstones of clear, two-way communication and authentic engagement.

Stakeholder engagement is central to our ongoing due diligence and DMA processes at Sisk. Our ongoing interaction allows us to gather vital insights into actual and potential impacts, as well as the risks and opportunities which directly inform our risk management approach and identification of material topics. This process ensures that we align with the interests and views of our stakeholders, helping us to anticipate challenges and collaborate effectively on meaningful solutions and decision-making.

The following table represents the methods and purpose of our stakeholder engagement. Recognising that effective engagement is not a singular, standardised process, our methods of engagement are tailored to the specific needs and characteristics of each of the six identified stakeholder groups.

Stakeholder group	Key methods of engagement	Purpose of engagement	Stakeholder group	Key methods of engagement	Purpose of engagement
 <p><b>Clients / Customers</b></p>	<ul style="list-style-type: none"> <li>→ Business Development Managers</li> <li>→ Client meetings</li> <li>→ Client Surveys</li> <li>→ Construction Industry Federation</li> <li>→ Sisk Website</li> <li>→ Social Media (TikTok®, YouTube® and LinkedIn®)</li> </ul>	<ul style="list-style-type: none"> <li>→ Successful project delivery</li> <li>→ Build trust and long-term client relationships</li> <li>→ Understand client priorities to improve services and tender responses</li> </ul>	 <p><b>Local Communities</b></p>	<ul style="list-style-type: none"> <li>→ Considerate Constructors Scheme</li> <li>→ Fundraising and Donations</li> <li>→ One-to-one meetings</li> <li>→ Participation in local events</li> <li>→ Project and Site tours</li> <li>→ Project website and noticeboards</li> <li>→ Sisk Website</li> <li>→ Social Media (TikTok®, YouTube® and LinkedIn®)</li> </ul>	<ul style="list-style-type: none"> <li>→ Leave a positive and lasting legacy where we operate</li> <li>→ Communicate proactively to minimise disruptions and address concerns</li> <li>→ Support local employment, skills and business opportunities</li> </ul>
 <p><b>Employees</b></p>	<ul style="list-style-type: none"> <li>→ Annual Roadshow</li> <li>→ Employee Resource Groups</li> <li>→ Employee Surveys</li> <li>→ LifeWorks App</li> <li>→ Meetings, forums and focus groups</li> <li>→ Performance Development Program</li> <li>→ Regular employee emails</li> <li>→ Sisk iSite Intranet and Viva Engage Groups</li> </ul>	<ul style="list-style-type: none"> <li>→ Attract, retain and develop a skilled and engaged workforce</li> <li>→ Support a diverse, inclusive, respectful workplace</li> <li>→ Promote a safe, healthy, supportive working environment</li> </ul>	 <p><b>Media</b></p>	<ul style="list-style-type: none"> <li>→ Interviews</li> <li>→ Media Briefings</li> <li>→ Press Releases</li> <li>→ Sisk Website</li> <li>→ Social Media (TikTok®, YouTube® and LinkedIn®)</li> </ul>	<ul style="list-style-type: none"> <li>→ Build and maintain public trust through transparent communication</li> <li>→ Protect and enhance Sisk's reputation</li> <li>→ Provide accurate and timely information on our activities</li> </ul>
 <p><b>Government and Industry Bodies</b></p>	<ul style="list-style-type: none"> <li>→ Industry Associations</li> <li>→ In-person meetings</li> <li>→ Multistakeholder Forums</li> <li>→ Site &amp; Office Visits</li> </ul>	<ul style="list-style-type: none"> <li>→ Ensure compliance with applicable laws and regulations</li> <li>→ Contribute to industry standards, innovations, and collaborations</li> <li>→ Inform and refine internal policies and practices</li> </ul>	 <p><b>Suppliers and Sub-Contractors</b></p>	<ul style="list-style-type: none"> <li>→ Expression of Interest via Sisk Website</li> <li>→ Formalised B2B Meetings</li> <li>→ Industry working groups</li> <li>→ Meet the Buyer Events</li> <li>→ Sisk's Prequalification Process and Tenders</li> <li>→ Social Media (TikTok®, YouTube® and LinkedIn®)</li> <li>→ Supplier Engagement Surveys</li> <li>→ Supply Chain Awards</li> <li>→ Supply Chain Engage Breakfasts</li> <li>→ Supply Chain Engage Social Events</li> <li>→ Trade Missions (Foreign Supply Chain Engagements)</li> </ul>	<ul style="list-style-type: none"> <li>→ Strengthen collaboration and long-term partnerships</li> <li>→ Align expectations on quality, safety, inclusivity and sustainability</li> <li>→ Safeguard human rights and labour rights</li> <li>→ Understand and address supply chain risks and challenges</li> <li>→ Ensure compliance with regulatory and management systems requirements</li> </ul>

# Governance & Risk Management

Strong governance and effective risk management underpin the way we operate and deliver sustainability, quality and resilience.

Through this approach, we are able to ensure that environmental, social and ethical considerations are embedded into decision-making at every level of the organisation, supported by consistent systems, clear accountability and robust oversight.

Our Sustainability Roadmap priorities are standing items at board-level monthly meetings, where we regularly review progress against our long-term ambitions and enterprise risks. Our structured governance arrangements and performance management processes reinforce accountability across the business. Climate, people, and health & safety objectives – including carbon reduction targets – continue to be linked to senior leadership responsibilities and remuneration, helping to drive meaningful and lasting action.

We complement this governance framework through a comprehensive suite of internationally certified management systems, providing a consistent and auditable approach across all projects and offices. These include ISO 9001 (quality management), ISO 14001 (environmental management), ISO 50001 (energy management), ISO 20400 (sustainable procurement) business-ready verified, ISO 45001 (occupational health and safety), ISO 27001 (information security management systems), ISO 19650 (information management in the built environment), PAS 2080

(carbon management in buildings and infrastructure), and ISO 14064-1 (organisational greenhouse gas reporting). Together, these standards support effective risk management, reinforce accountability, and drive continuous improvement across the full project lifecycle, making sure high standards of performance, safety, resilience and transparency are applied consistently across our organisation.

Independent advice and challenge continue to be a core strength of our governance model. Our Sustainability Advisory Council provides external expertise and constructive challenge, playing a key role throughout the year in informing our double materiality assessment and supporting updates to our Sustainability Roadmap. Their input helps validate priorities, test assumptions, and ensure our approach reflects emerging risks, opportunities and stakeholder expectations.



Real progress on sustainability requires honest challenge. The members of the Advisory Council bring independent expertise and external perspectives to test Sisk's strategy and action. The Council is both a sounding board and a yardstick for the risks and results that matter most.

**Dr. Tara Shine**  
Chairperson of the Sustainability Advisory Council

## Sustainability Governance at Sisk



### The Advisory Council is made up of:

**Dr. Tara Shine**  
(Chairperson)

**Ingrid De Doncker**  
Co-founder and Head of Research and Innovation, Future Planet

**Juliana Weiss Dalton**  
Head of Investor Relations, Harworth Group

**Marci Bonham**  
President Americas, Kingspan Light and Air

**Martin Baxter**  
Deputy CEO IEMA

**Matt Voyce**  
Executive Director Construction, Quintain

**Patrick Barry**  
CEO, Irish Green Business Council

**Shaun McCarthy**  
Chair at Supply Chain Sustainability School UK & Director of Action Sustainability

### Risk Management Framework

Our enterprise risk management is overseen by the Sicon Audit and Risk Committee, the Capital & Contracts Committee, and the Construction Board, who monitor strategic and emerging risks including climate-related, regulatory, operational, cyber and reputational risks. Risks are assessed based on likelihood and impact, with mitigation measures embedded throughout our management systems and day-to-day operations. This helps to guarantee that sustainability, quality and resilience are integral to how we manage risk across the Group.

### Alignment with Internationally Recognised Standards and Frameworks

Our reporting approach is guided by internationally recognised standards and frameworks that ensure transparency, accountability and continuous improvement. These include the UN SDGs, Task Force on Climate-related Financial Disclosures (TCFD), the Science Based Targets Initiative (SBTi) and progress towards the ESRS under the CSRD. In the UK, we report in line with Streamlined Energy and Carbon Reporting (SECR) requirements and comply with the Energy Savings Opportunity Scheme (ESOS). We also meet the requirements of Procurement Policy Note 006 (PPN 006, formerly PPN 06/21), publishing Carbon Reduction Plans to support bids for major public sector contracts. We participate in external disclosure and assessment platforms, including CDP (formerly Carbon Disclosure Project), EcoVadis and World Favor to benchmark performance, enhance transparency, and respond to the information needs of clients and supply chain partners. Together, these frameworks, regulations and external assessments support a coherent, future-ready reporting approach that enables us to meet regulatory requirements and meets the expectations of our clients and wider stakeholders.

[+ VIEW OUR CARBON REDUCTION PLAN AND TCFD REPORT ON OUR WEBSITE](#)

### Policies

Our governance and risk management framework is also underpinned by a coherent set of policies, procedures and management systems that have become the backbone of our commitment to corporate

integrity, accountability and sustainability. This approach provides a clear and consistent basis for managing environmental, social, and governance matters, and supports delivery of our 2030 Sustainability Roadmap. We expect all individuals within our organisation to understand, uphold and exemplify these principles in their day-to-day operations and decision-making. This applies to everyone representing Sisk, including permanent and temporary employees, apprentices, interns, subcontractors, consultants, agents, and our subsidiaries across Ireland, the UK and Europe. To underpin this expectation, mandatory governance and ethics training is completed annually by all staff, ensuring consistent understanding of our policies, standards and responsibilities.

We continuously strive for the highest standard in every aspect of our operations, strengthening our approach through established governance structures and clear senior leadership accountability. This ensures that we embed ethical, responsible and consistent practices throughout the business.

#### Key Policies

- Sustainability Policy
- Occupational Health and Safety Policy
- Bullying and Harassment Policy
- Equality, Diversity, Inclusion and Belonging Policy
- Learning and Development Policy
- Anti-Bribery and Anti-Corruption Policy
- Conflict of Interest Policy
- Disciplinary Procedure Policy
- Grievance Procedure Policy
- Internal Control and Risk Management Policy
- Third Party Due Diligence Policy
- Privacy and Data Protection Policy
- Quality Policy
- Responsible Procurement Policy
- Speak Up (whistleblower) Policy



Wembley Park, London

# Preparing for the Corporate Sustainability Reporting Directive

The regulatory landscape around the Corporate Sustainability Reporting Directive (CSRD) continues to evolve, with changes to both scope and timelines, and continuing uncertainty regarding the final set of European Sustainability Reporting Standards (ESRS) and related technical guidance.

Nevertheless, CSRD has remained a significant focus for us. We have continued to progress our preparations in a measured and pragmatic way, recognising the strategic value of transparent sustainability reporting beyond regulatory compliance.

In 2025, we finalised our DMA in alignment with the 2023 ESRS. The DMA was subject to review through our governance structures, including consideration by the Audit and Risk Committee, and was formally approved by the Sicon Board in 2025. Independent challenge formed an important part of the process, with our External Sustainability Advisory Council providing input and oversight. Additionally, Dr. Rachel Widdis supported the assessment through specialist human rights expertise, strengthening our identification and assessment of human rights-related impacts, risks and governance across our value chain.

The material topics identified are broadly consistent with our 2023 materiality assessment, however this updated process refined our methodology and terminology to reflect ESRS expectations. The depth of stakeholder engagement throughout the process further boosted our confidence in the outcomes. The results of the DMA have informed the most recent iterations of our corporate strategy *Delivering Together - Growing Stronger* and 2030 Sustainability Roadmap *Building today,*

*Caring for tomorrow* and our corporate risk register. This has enabled us to further embed sustainability considerations within our strategic direction and decision-making.

In 2025, we also completed a detailed gap analysis against the 2023 ESRS for Sisk and are progressing this work across our other entities. The findings are being used to enhance measurement approaches, improve audit readiness, and inform our consolidation and system implementation planning. We are proactively engaging with our external auditor, aligning approaches, methodologies and expectations, at an early stage, to support a smooth transition towards externally assured CSRD reporting.

We have presented the DMA output on page 12 and are currently reviewing and refining these results to reflect the most recent ESRS updates and interpretative guidance, as we continue to monitor regulatory developments. We see significant value in the CSRD's emphasis on evidence-based and externally assured

reporting across the value chain. Its focus on complete, relevant and comparable information supports improved insights and has enabled more robust decision-making, as we continue building a sustainable, resilient business.

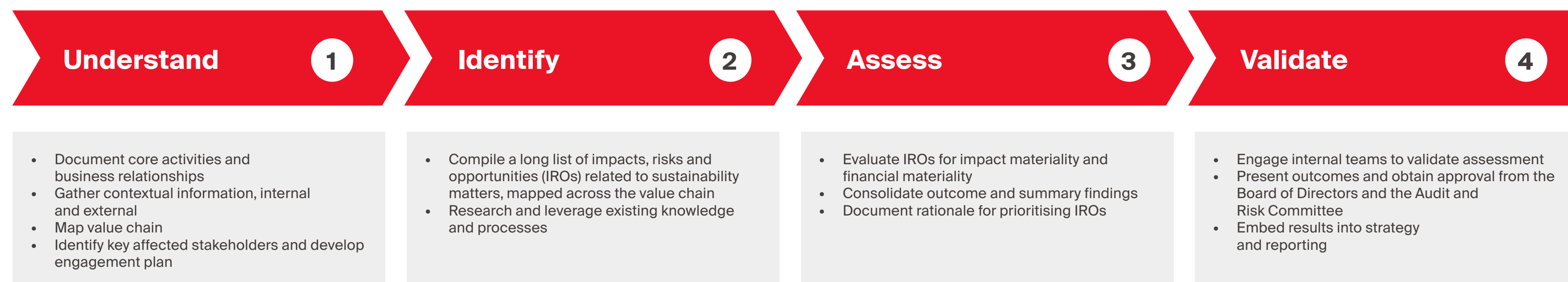
Our approach to CSRD readiness is built around solidifying our foundations in people, process and technology. We are advancing a group-wide consolidation process to support consistent, auditable and sustainable data. This includes progress in selecting and implementing a dedicated sustainability data platform designed to enhance data governance, improve traceability and controls, and reduce reliance on manual data handling. Cross-departmental engagement has been critical to this work, bringing together teams from Finance, Human Resources, Occupational Health, Safety and Quality, Procurement, Technical, Commercial, Legal, Design, Operations, Information Technology, Sustainability, and Social Value. Through this collaboration we are integrating CSRD-aligned sustainability reporting into existing processes and ways of working.



CSRD is strengthening how we oversee sustainability, with clearer governance and audit-ready data that stands up to assurance and supports better decision-making across the Group.

**Ken Reid**  
Chairperson of Sicon Audit & Risk Committee

## Double Materiality Assessment Process



Engagement with internal and external stakeholders and subject matter experts throughout each stage of the assessment

# Double Materiality Assessment

Our double materiality assessment identified the following material subtopics:

## Environmental

### Double

- Climate change adaptation
- Climate change mitigation
- Direct impact drivers of biodiversity loss
- Energy
- Impacts and dependencies on ecosystem services
- Impacts on the state of species
- Marine resources
- Pollution of air
- Pollution of living organisms and food resources
- Pollution of soil
- Pollution of water
- Resource inflows, including resource use
- Resource outflows related to products and services
- Waste
- Water

### Impact

- Impacts on the extent and condition of ecosystems
- Microplastics
- Substances of concern

### Not material

- Substances of very high concern

## Social

### Double

- Communities' economic social, and cultural rights
- Equal treatment and opportunities (Workers in the value chain)
- Other work related rights (Own workforce)
- Other work related rights (Workers in the value chain)
- Personal safety of consumers and or end users
- Working conditions (Own workforce)
- Working conditions (Workers in the value chain)

### Financial

- Dependency on our own workforce
- Dependency on workers in the value chain

### Impact

- Communities civil and political rights
- Equal treatment and opportunities for all (Own workforce)

### Not material

- Information related impacts for consumers and/or end users
- Particular rights of indigenous communities
- Social inclusion of consumers and end users

## Governance

### Double

- AI
- Anti-competitive behaviour
- Corporate culture
- Corruption and bribery
- Cyber security
- Political engagement and lobbying activities
- Protection of whistleblowers
- Tax

### Not material

- Animal welfare

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

# Progress on Our 2030 Sustainability Roadmap



## Low-Carbon, Circularity & Natural Environment

### GOVERNANCE AND OVERSIGHT

#### Carbon & Energy

→ Board Sponsor: Chief Operating Officer Data, Life Sciences and Technology

#### Caring for the Environment & Biodiversity

→ Board Sponsor: Chief Operating Officer Infrastructure

#### Waste Reduction, Circular Economy & Embodied Carbon

→ Board Sponsor: Chief Operating Officer, Construction Ireland & UK

### 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
- (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 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
- (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

### Progress against targets (2020-2025)

- ✓ 54% reduction in carbon intensity and 22% reduction in absolute carbon emissions under the Achilles Carbon Reduce Programme
- ✓ 24% absolute Scope 1 and Scope 2 GHG emissions reduction since 2019
- ✓ Transition to HVO, 97% of direct purchase site fuel is HVO
- ✓ CDP A rating achieved for the second consecutive year
- ✓ Expanded our Exemplar standard to cover a wider set of priorities
- ✓ Trialled glycerine as an alternative fuel source at a project in the UK
- ✓ Increased use of battery technology
- ✓ 220,000 native trees planted in 2025, taking the total to over 1.3 million planted to date
- ✓ Continued partnerships with Green Restoration Ireland and North Pennines National Landscape team to support peat bog restoration including providing both volunteers and financial donation
- ✓ Developed a biodiversity strategy in partnership with UKGBC
- ✓ Potable water use intensity reduced by 39% against baseline, down to 2.67m<sup>3</sup>/€100k
- ✓ Expanded the use of smart water meters to 17 active sites in 2025, providing over 200 real-time alerts, enabling rapid resolution
- ✓ 29% reduction in waste intensity against baseline, down to 0.96 tonnes/€100k
- ✓ Improved accuracy of Scope 3 Category 1 (purchased goods and services) GHG emissions through our internally created carbon calculator
- ✓ 15+ life cycle assessments (LCAs) completed by our Integrated Sustainable Solutions team
- ✓ Successful low-carbon concrete demonstrators in UK and Ireland
- ✓ Zero Plastic to Landfill certification first achieved in 2024 and now expanded to three Sisk locations
- ✓ Achieved PAS 2080 certification in 2025
- ✓ Launched a Loop Your Spare trial to support circular use of spare materials and reduce waste

\* Sisk Group includes John Sisk & Son, Farrans, Sensori and Vision Built. Percentage reduction targets will be formally communicated upon validation.

\*\* Measured against our 2019 baseline.

⊕ THESE TARGETS REFLECT THE MOST RECENT 2030 SUSTAINABILITY ROADMAP. FURTHER DETAIL ON TARGET REVISIONS, INCLUDING PERFORMANCE AGAINST PREVIOUS TARGETS AND THE RATIONALE FOR CHANGES, IS PROVIDED IN THE UPDATED ROADMAP REPORT.



## People & Communities

### GOVERNANCE AND OVERSIGHT

#### Occupational Health, Safety and Wellbeing

→ Board Sponsor: Chief Executive Officer

#### Social Value

→ Board Sponsor: Group Company Secretary & Chief Legal Officer

#### Equality, Diversity, Inclusion & Belonging

→ Board Sponsor: Chief People Officer

### Targets

- (8)** Achieve Occupational Health and 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

### Progress against targets (2020–2025)

- ✓ Sixth year of continued improvement in our company All Accident and Lost Time Incident frequency rates
- ✓ Occupational Health and Safety (OHS) Maturity Level 3 achieved by two of our three divisions in our 2023 assessment
- ✓ Launched a bespoke Mental Health Peer Support Programme
- ✓ Safe Safer Sisk programme implemented
- ✓ In 2025, 150 people attended safeTALK, bringing total participation to 333 over the past two years
- ✓ 1,400 employees participated in our health screening programme across Ireland, the UK and mainland Europe
- ✓ Delivered over €1.6 billion in measurable social value since 2019
- ✓ Implementation of new social value reporting platform, Thrive
- ✓ Raised over €600,000 for Focus Ireland through participation in the Shine a Light event over the past seven years
- ✓ More than €790,000 social enterprise spend in 2025
- ✓ Achieved Gold from the Irish Centre for Diversity in 2024
- ✓ Published Inclusive & Belonging Impact Report
- ✓ Over 100 senior leaders trained in inclusive leadership in 2025
- ✓ Delivered “It’s Only Banter” inclusive training to over 2,500 employees since 2023
- ✓ Increased the level of female representation in our business from 16% (2020) to 20.9% (2025)
- ✓ Paid Volunteer Leave Programme
- ✓ Recipient of the Chambers Ireland Excellence in EDI Award



## Responsible & Innovative Business Practices

### GOVERNANCE AND OVERSIGHT

#### Human Rights

→ Board Sponsor: Chief Financial Officer

#### Decarbonisation Innovative Fund

→ Board Sponsor: Chief Commercial Officer

### 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

### Progress against targets (2020–2025)

- ✓ Conducted 32 independent labour compliance and right to work checks in the UK since 2021
- ✓ Awarded BIM Initiative of the Year at the Irish Construction Industry Awards 2025
- ✓ Launched our Supply Chain Code of Conduct that includes commitment to UNGPs (UN Guiding Principles on Business and Human Rights) and ILO (International Labour Organization)
- ✓ Achieved ISO 20400 Sustainable Procurement business-ready verification
- ✓ Partnered with Supplyo and other contractors in Ireland to develop an industry-wide Sustainability Common Assessment
- ✓ Invested in internal capability by establishing dedicated teams to drive digital product delivery, sustainable design, and innovation across the business
- ✓ Founding partner of the Supply Chain Sustainability School Ireland, a free virtual learning platform dedicated to upskilling professionals in the built environment
- ✓ Continued rollout of Dalux as a core digital platform to support smarter project delivery and information management
- ✓ Established a Human Rights Steering Group

# Low-Carbon, Circularity & Natural Environment



## Our focus is on accelerating decarbonisation, embracing circularity, and restoring natural environments for a resilient future.

The World Economic Forum's *Global Risks Report*<sup>1</sup> 2026 has identified biodiversity loss, ecosystem collapse and extreme weather events as central risks to the current global landscape. It also identified how increased geopolitical instability and economic risks have driven vulnerabilities in global energy and supply chains. This highlighted the urgency to address climate-related risks and strengthen resilience, while at the same time tackling the impacts of the built environment. At Sisk, we take seriously the vital role we must play in addressing these challenges and risks. Every day, we are working to improve industry standards.

This theme brings together our approach to decarbonisation, circular economy, and environmental stewardship, reflecting how climate impacts, resource use, and nature considerations are interlinked and deeply embedded in all our operations and project delivery. We take a precautionary, risk-based approach to environmental management, supported by defined roles and responsibilities, regular inspections, audits and performance reviews.

Our approach is underpinned by ISO 14001 (environmental) and ISO 50001 (energy) certified management systems, which have been in place since 2005 and 2015 respectively. These provide us with a structured framework for identifying and managing risks, from site operations through to board oversight. Our ISO 9001 quality management

system reinforces a 'right first time' approach to delivery, reducing defects, rework and associated material waste across our projects. More recently, our PAS 2080 certification has further bolstered our commitments by taking a whole-life carbon perspective into early project decision-making.

We are intensifying our ambitions and improving accountability around our carbon targets, including our expansion of our science-based targets to the wider Sisk Group. This means taking steps such as cutting carbon emissions by accelerating away from fossil fuels, using renewable electricity, greater efficiency in operations, and using lower carbon materials. We will address circularity through a combination of increasing material stewardship, improving waste management, and strengthening responsible procurement practices across our supply chain. Stewardship of the natural environment is still a core priority for Sisk, with water use, biodiversity and land-use impacts managed through defined processes and promoted through long-term partnerships.

In doing this, we recognise that effective environmental management requires both site-based controls and a broader strategic view of longer-term cumulative impacts.

Our governance-led approach embeds climate, resource and nature considerations into decision-making and risk management, improving our organisational resilience and supporting responsible project delivery as risks and regulatory obligations evolve over time.



<sup>1</sup> The Global Risks Report 2026 21<sup>st</sup> Edition

# Accelerating Our Decarbonisation Efforts



## CDP's 2025 A list for Climate

For over 25 years, CDP has provided a global platform for organisations to measure and manage their environmental impact, promoting transparency and accountability on climate change, deforestation and water security. In 2025, more than 22,000 companies disclosed environmental performance data through CDP. For the second consecutive year, Sisk received CDP's highest rating of A for climate reporting. Being named on CDP's A list is a significant achievement, placing us in the top 4% of companies globally and recognising us as one of a record 12 Irish companies. This recognition confirms we are on the right path and underlines our commitment to strengthening our climate action across our operations and supply chain.

## Carbon Reduction

We are accelerating our move away from fossil fuels by expanding the use of renewables, electrifying plant and vehicles where feasible. We are improving the way we manage energy across our operations, driving innovation with lower-carbon solutions. Since our 2019 baseline year, we have made strong progress in reducing our GHG emissions within the scope of the Achilles Carbon Reduce Programme (page 61). We have achieved a 54% reduction in GHG emissions intensity and a 22% reduction in absolute GHG emissions, as verified by the programme. While emissions across our wider boundary, including purchased goods and services, have increased, we continue to invest in additional resources, capabilities and partnerships to help support the transition to lower-carbon materials across the built environment.

## Exemplar Project Playbook

Our Exemplar Project Playbook turns our sustainability roadmap into practical delivery at project level. It shows teams how day-to-day decisions and activities contribute directly to our strategic objectives across all roadmap themes and topics. It provides a clear and consistent way to plan, deliver and measure performance, linking actions on the ground to defined targets. A structured scoring approach helps teams track progress, identify gaps and drive continuous improvement. Ahead of its relaunch in 2026, the playbook has been updated to reflect evolving practices and expectations. It will continue to develop over time, strengthening how we deliver sustainable outcomes in a consistent and measurable way.

## Moving Beyond Carbon Offsetting

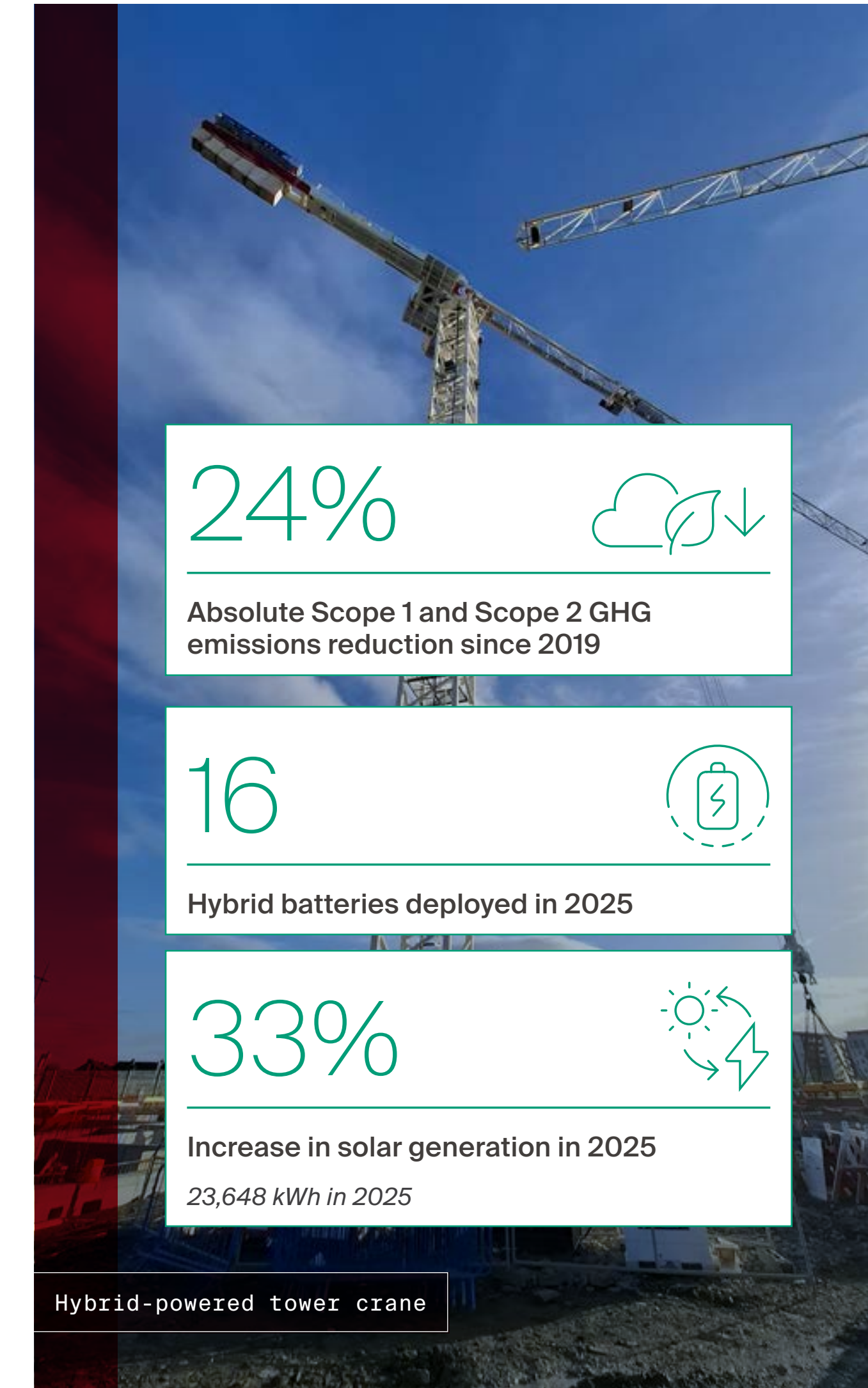
As part of our evolving decarbonisation strategy, we have made the decision to no longer rely on carbon offsets to achieve our emissions reduction goals. While we are proud to have achieved Carbon Zero certification through Achilles for our emissions since 2021, we recognise the importance of focusing on direct, measurable reductions within our own operations and value chain. The investment previously allocated to offsetting will be redirected to establish a dedicated decarbonisation innovation fund. This fund will accelerate our transition by empowering project teams and supply chain partners to pilot, scale, and embed high-impact carbon reduction solutions across our projects. By investing in targeted research, development, and practical innovation, we aim to drive meaningful, measurable emissions reductions where they matter most. Through this approach, we are strengthening our long-term decarbonisation pathway, prioritising tangible emissions reductions over compensatory measures, and reinforcing our commitment to a credible, transparent, and science-aligned transition to net zero.

## Transitioning Away from Fossil Fuels

We stepped up our transition away from fossil fuels during 2025, expanding our use of lower-carbon plant, equipment and renewable energy technologies across the business. We are actively trialling and scaling innovative solutions on our sites, focusing on approaches that deliver both carbon and operational benefits. One area of focus has been the expanded use of battery-based power solutions, including hybrid and standalone systems, helping reduce reliance on traditional generators for temporary power and support the integration of renewable energy where practical. Alongside this, we are improving how energy is managed across our sites through more connected and data-driven approaches, helping to optimise usage and reduce unnecessary consumption. We are also continuing to explore alternative fuels and newer technologies, taking a test and learn approach to understand what we can deliver in a construction environment.

Our vehicle fleet is continuing to transition, with electric and plug-in hybrid vehicles now making up 34.7% of our 900+ fleet. While challenges remain, including charging infrastructure, vehicle range and taxation factors, this transition is progressing and will continue to scale as conditions develop.

While the full impact of these initiatives will take time, this programme of investment and innovation is building the experience, capability and partnerships needed to support a longer-term shift to lower carbon operations. We will continue to assess performance, scale what works and refine our approach as technologies and infrastructure develop.



24%



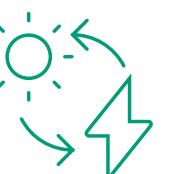
Absolute Scope 1 and Scope 2 GHG emissions reduction since 2019

16



Hybrid batteries deployed in 2025

33%



Increase in solar generation in 2025

23,648 kWh in 2025

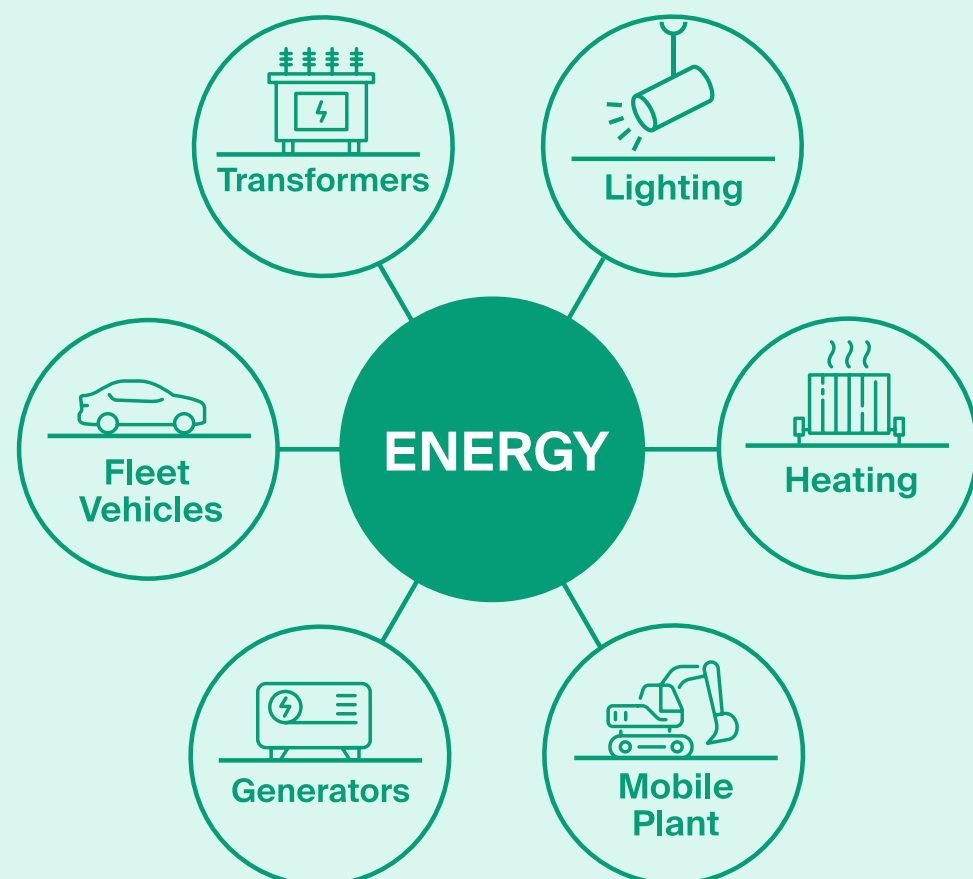
Hybrid-powered tower crane

# Significant Energy Uses

Identifying Significant Energy Uses (SEUs) – business processes that consume substantial energy and present opportunities for improving energy performance, reducing associated costs and carbon emissions – is a core requirement of our ISO 50001 Energy Management System.

It allows us to focus our resources and controls on the processes and equipment that have the greatest impact on our energy consumption. Through ongoing analysis of where, how, and why energy is being used, we have established robust baselines, forecasting mechanisms and meaningful energy performance indicators. These support the prioritisation of actions that will deliver the biggest improvements in energy performance.

## Six Significant Energy Uses



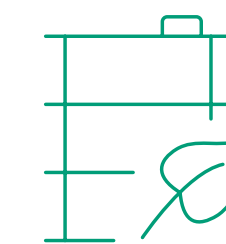
This standardisation approach must also be applied to temporary electrical installations on our projects to ensure energy efficiency and compliance with best practices.

Our MEP function has redeveloped the Temporary Electrical Design Procedure to ensure the following elements are standardised across temporary electrical set-ups:

- Design – Evaluate the necessity of the equipment and configure it to minimise energy consumption, while delivering the required service
- Selection – Choose equipment based on energy efficiency, ensuring the most efficient option available
- Operational Control – Implement controls and strategies to ensure equipment operates only when required, reducing unnecessary energy use
- Performance Evaluation – Assess equipment energy efficiency through observation and/or metering to verify performance
- Opportunities for Improvement – Document potential improvements in energy efficiency by engaging with subject matter experts, equipment operators and relevant personnel

Managing SEUs effectively supports the wider business by reducing carbon emissions associated with energy use, supporting project delivery, and aligning with client ambitions. Improved visibility of SEU performance is also enabling the development of innovative solutions such as smart controls, electric plant and hybrid power generation, as we work towards delivering zero-emissions construction sites (ZECS).

# 34,688

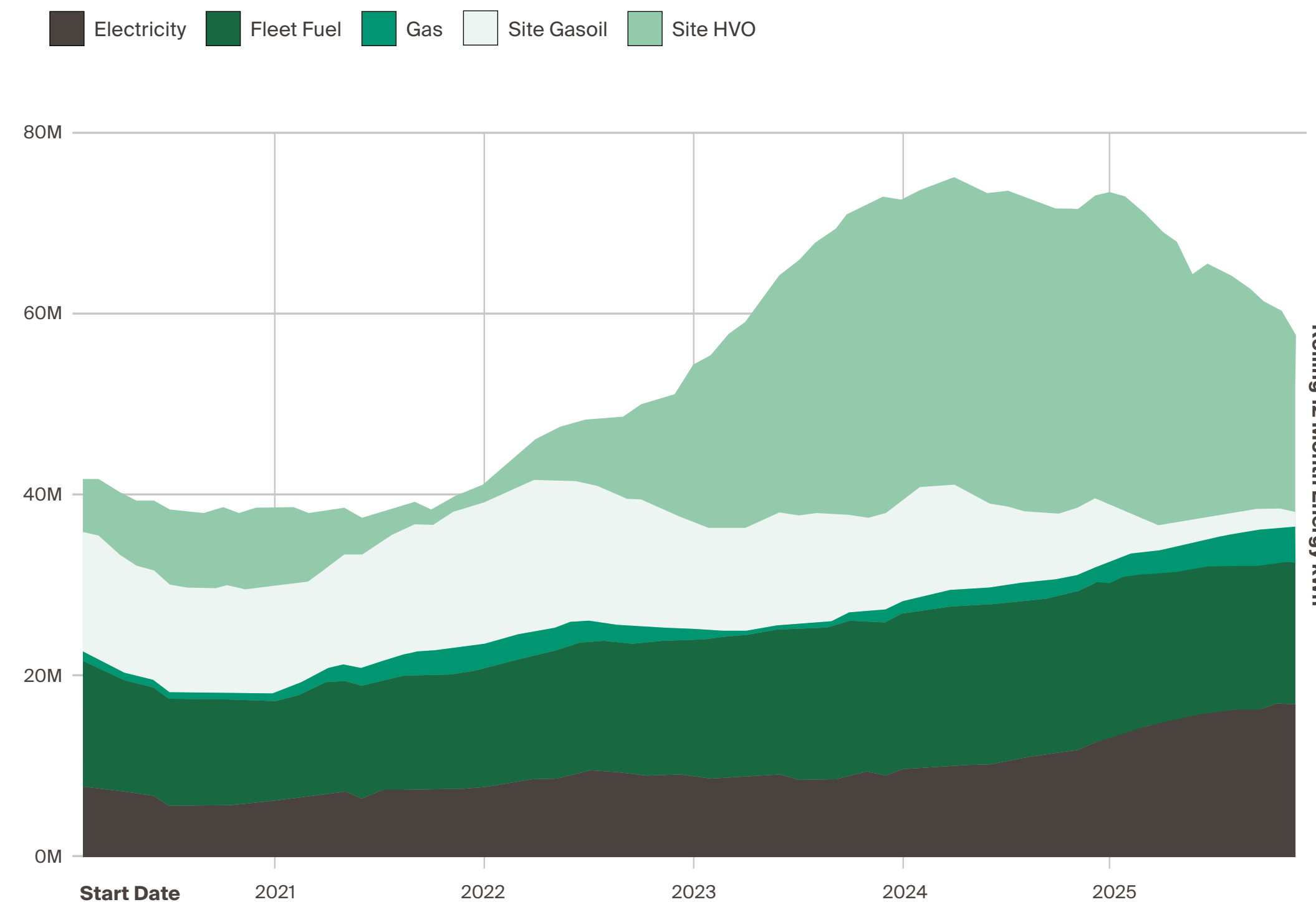


tCO<sub>2</sub>e avoided from switching to HVO

We have significantly reduced our reliance on gasoil by transitioning to responsibly sourced and certified hydrotreated vegetable oil (HVO)

## Rolling 12 month energy kWh

Energy kWh by source



# Greenhouse Gas Emissions Inventory & Verification

Our GHG emissions have been independently verified since 2019, our baseline year, covering Scope 1, Scope 2 and relevant Scope 3 categories. Since this baseline, we have achieved a 24% reduction in Scope 1 and Scope 2 emissions, reflecting targeted actions across fuel use, energy efficiency and the transition to lower-carbon energy.

We are committed to transparent reporting and sustained emissions reduction across all scopes. This includes strengthening our controls and alignment with recognised standards to support audit-ready reporting, with a focus on both our own operations and our wider value chain. We have undertaken significant work to

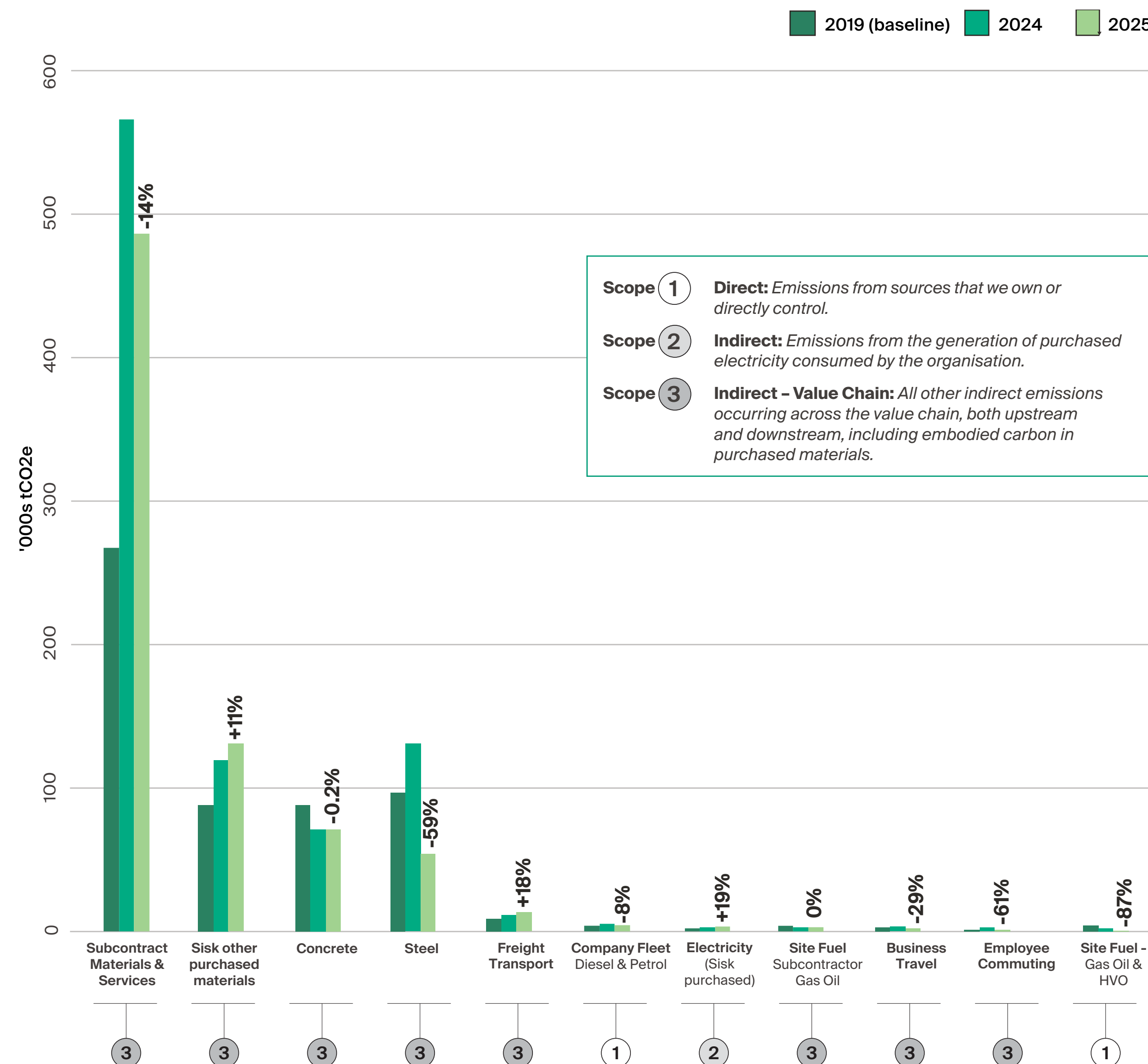
strengthen our measurement of Scope 3 Category 1 (purchased goods and services), which represents over 95% of our emissions profile. Further detail on this approach is provided on page 44 of this report.

We continue to align our climate targets with the Science Based Targets initiative, with the ambition to resubmit our targets as Sisk Group, in line with a 1.5°C pathway this year. Participation in the Achilles Carbon Reduce Programme remains an important part of our approach to external verification. The programme defines specific reporting boundaries and requirements, which differ from our full GHG inventory. Further detail on its scope and methodology is provided on page 61 of this report.

Emission source and scope	2019	2024	2025
Direct emissions (Scope 1)	8,347	6,960	5,173
Indirect emissions from imported energy (Scope 2)	2,637	2,663	3,166
Indirect emissions from purchased goods and services (Scope 3 Category 1)	541,701	889,056	744,714
Indirect emissions from fuel and energy related activities (Scope 3 Category 3)	4,047	3,095	3,415
Indirect emissions from upstream transportation and distribution (Scope 3 Category 4)	8,909	11,111	13,075
Indirect emissions from waste generated in operations (Scope 3 Category 5)	3,237	911	1,002
Indirect emissions from business travel (Scope 3 Category 6)	2,706	3,559	2,809
Indirect emissions from employee commuting (Scope 3 Category 7)	1,258	2,625	1,025
<b>Total emissions tCO<sub>2</sub>e</b>	<b>572,841</b>	<b>919,979</b>	<b>774,379</b>
<b>Carbon Intensity tCO<sub>2</sub>e/€million turnover</b>	<b>419</b>	<b>357</b>	<b>332</b>

The following Scope 3 categories have been assessed and determined as not applicable to our operations due to Sisk providing project management and construction services and not owning or selling end products: 2. Capital goods, 8. Upstream leased assets, 9. Downstream transportation and distribution, 10. Processing of sold products, 11. Use of sold products, 12. End-of-life treatment of sold products, 13. Downstream leased assets, 14. Franchises, 15. Investments

**Total Emissions (tCO<sub>2</sub>e) Top Sources**  
Comparison by source



# Environmental Stewardship

In 2025, we developed a biodiversity strategy providing us with a clear and consistent framework for how biodiversity is considered across our projects. The strategy reflects best practice across the construction industry in Ireland, the UK and Europe, and supports a more structured approach to protecting and enhancing nature where we work.

Biodiversity is integrated throughout the project lifecycle, from early planning and design through to delivery and legacy, helping us to minimise impacts, restore habitats where possible, and enhance project outcomes. Our focus is on leaving the environments where we work in a better condition than when we arrived, contributing to healthier ecosystems and more sustainable places for future generations.

We are committed to planting 1.7 million native trees by our 170th anniversary in 2029. Since 2021, we have planted over 1.39 million trees across Ireland, Sweden, Denmark and the UK through strong partnerships and employee involvement. This work supports habitat restoration, improves soil stability and strengthens biodiversity, creating long-term environmental value.

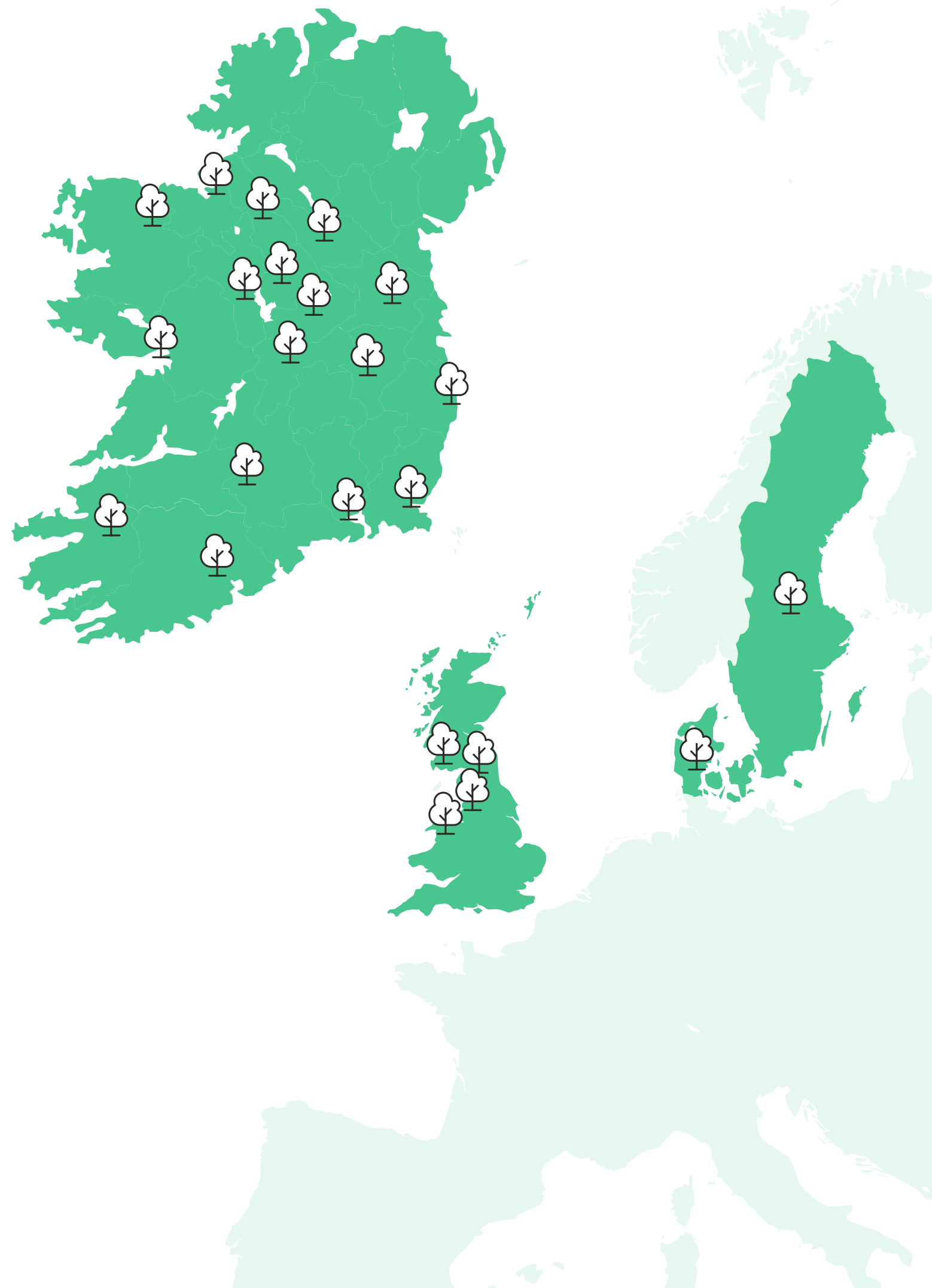
# 220,000



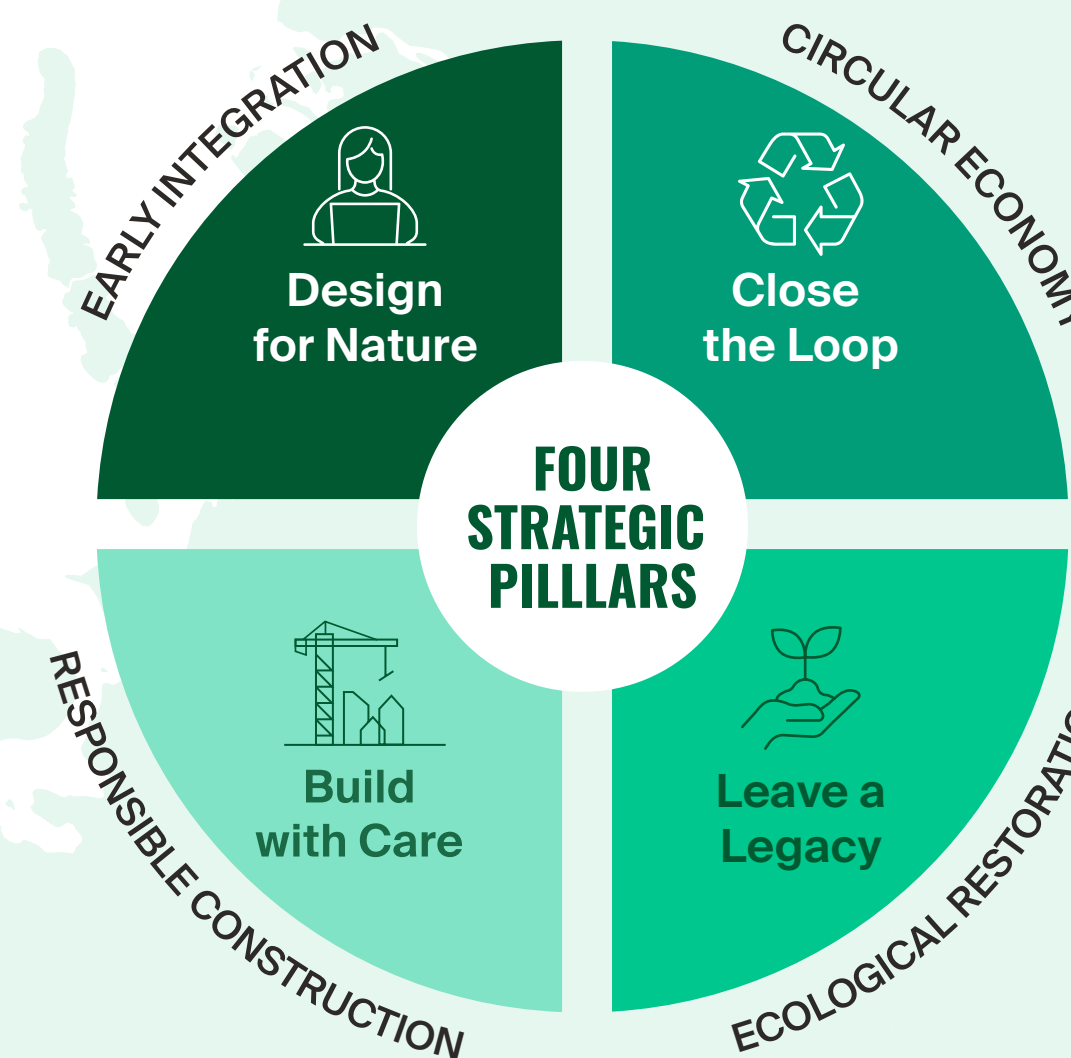
Native trees planted in 2025, taking the total to over 1.39 million planted to date

## Tree Planting Locations

Ireland  
Sweden  
Denmark  
UK



## Biodiversity Strategy





## Peatland Restoration

Through financial contributions and hands-on volunteering, we are supporting peatland restoration through our partnerships with Green Restoration Ireland (GRI) and the North Pennines National Landscape team.

Peatlands are a critical natural asset, providing long-term carbon storage, regulating and purifying water, preventing erosion, and supporting biodiversity. Restoring degraded peat bogs plays an important role in addressing climate change and strengthening ecosystem resilience. In 2025, our colleagues in Ireland volunteered with GRI at the Oxford/Pollagh Bog Community Project in Kiltimagh, County Mayo. Oxford Bog covers approximately 33 hectares, but historic peat cutting has left only around three hectares of peatland intact, with a further 10 hectares requiring urgent restoration. Volunteer activity focused on stabilising eroded areas and supporting revegetation to help restore the bog's natural function. In the UK, teams from Sisk and supply chain partner, Speedy Hire, took part in peatland restoration works within the North Pennines National Landscape and UNESCO Global Geopark. Over the course of two days, volunteers planted nearly 10,000 cottongrass plugs, helping to revegetate bare peat, reduce erosion, and support the long-term recovery of this internationally important landscape.

## Supporting Pollinators

At our Baldonnell facility, the Plant Department has introduced two beehives that house rescued, native Irish honeybees.

The hives support local biodiversity and help protect an important pollinator species that is under pressure across Ireland. The first honey production is expected later this year. While small in scale, the initiative reflects the principle that meaningful progress is made through many actions, both large and small. By creating space for nature within our operations, we are supporting biodiversity and highlighting the role that everyone can play in a more sustainable built environment.



## Piloting Clean Air Technology

At Great Ormond Street Children's Hospital in London, a photocatalytic Clean Air coating was applied to site hoarding to help reduce local air pollution.

The titanium dioxide (TiO<sub>2</sub>) coating is designed to break down nitrogen oxides (NO<sub>x</sub>) from traffic and construction activity. Monitoring carried out over a 12-month period indicated a potential reduction in NO<sub>x</sub> levels of around 13-14%, although wider site and traffic changes mean results cannot be attributed to the coating alone. The trial highlights the potential role of innovative materials in supporting healthier urban environments alongside broader emission-reduction measures.



## Stream Remediation at Center Parcs, Longford Forest

As part of the Center Parcs Longford Forest development, we carried out extensive stream remediation works to restore an important salmon spawning habitat identified by Inland Fisheries Ireland.

Decades of forestry activity had heavily silted the stream, reducing water quality and the availability of suitable spawning grounds. Working closely with Inland Fisheries Ireland, we delivered a carefully managed remediation approach that protected wildlife, while restoring the stream to near-natural conditions. We removed sediment in controlled sections and replaced it with appropriate stone to recreate a stable, natural stream bed to support long-term ecological health. The completed works have significantly improved conditions for salmon spawning and enhanced the resilience of the watercourse into the future. This demonstrates how construction activity can contribute positively to nature restoration when guided by strong environmental stewardship and collaboration.

# Water Management

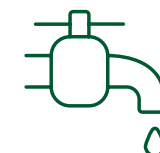
We are making progress in reducing our water use through a consistent focus on control, efficiency, and site-based solutions.

Since our baseline year, potable water use intensity has reduced by 39% to 2.67 m<sup>3</sup> per €100k of turnover. In 2025, we expanded smart water metering to 17 active sites, generating over 200 real-time alerts and enabling rapid response to leaks and abnormal usage. Alongside digital monitoring, the continued use of water-efficient welfare facilities, rainwater reuse and improved site controls are helping to reduce reliance on potable water and enable more resilient operations.

Building on this progress, we are using improved data and insights to strengthen our approach to water management, with a focus on establishing measurable water reduction targets in the coming years.

## Water Usage

Intensity by m<sup>3</sup> per €100k of turnover



Killaloe Bypass, Shannon Bridge Crossing

# Waste Management & Reduction

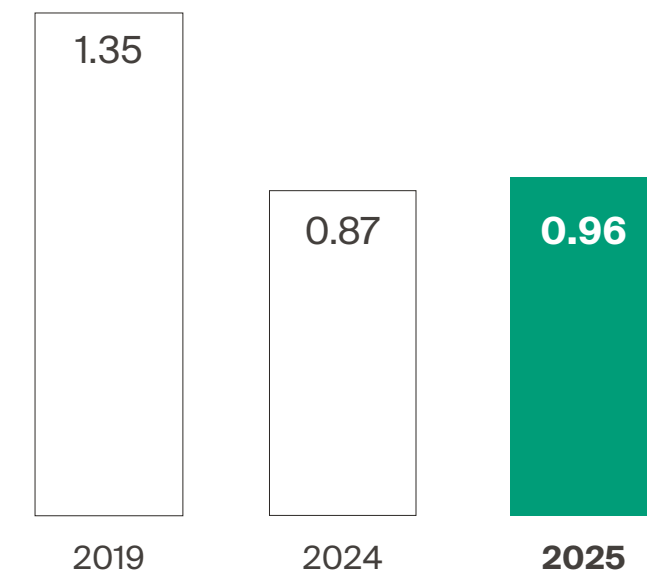
We manage waste in line with regulatory and Duty of Care requirements, focusing on prevention, efficient use of materials and responsible treatment. By prioritising reduction through design, planning and site controls, we minimise waste generation and improve resource efficiency across our projects.

## W6 – Waste Management Guidance

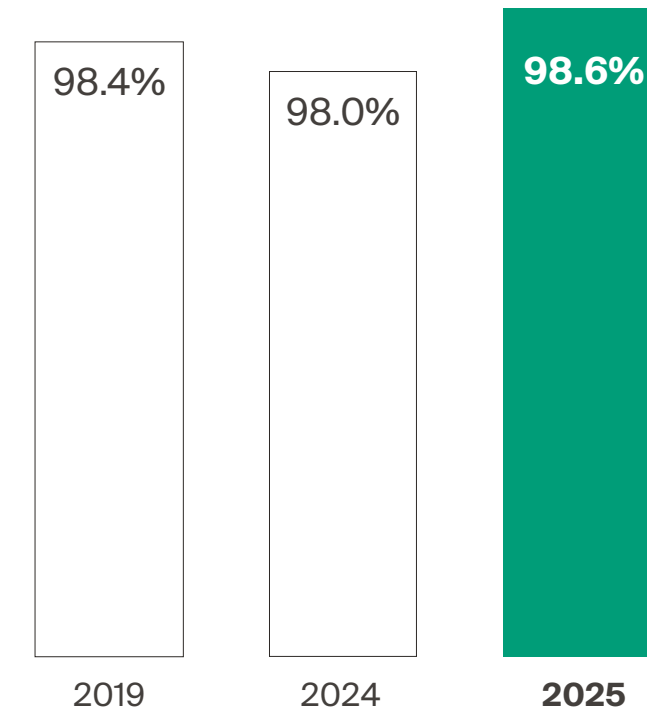
Concentrating on the six most significant waste streams generated across our projects, the W6s help us target our efforts where they will have the greatest impact. Using our SmartWaste system, we capture consistent, high-quality waste data, allowing our teams to understand, challenge and reduce waste at source. For each priority waste stream, tailored practices and specific guidance support waste avoidance, correct segregation and compliant management. By applying these principles early on, through our pre-construction, design and planning processes, we are reducing waste before it is produced and supporting more efficient, responsible project delivery.



**Construction Waste Intensity (tonnes/€100k)**

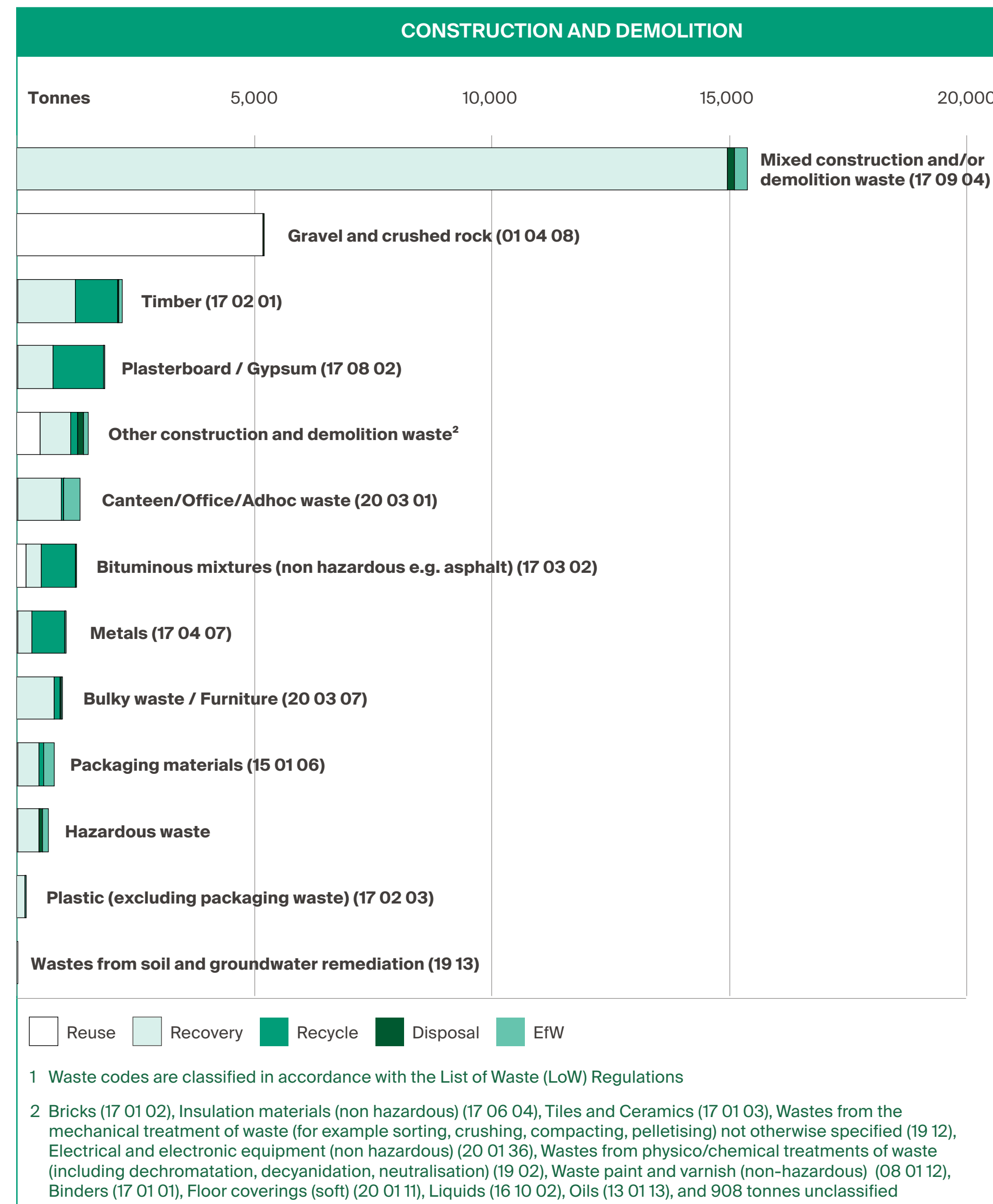


**Construction and Demolition Waste % diverted from landfill**



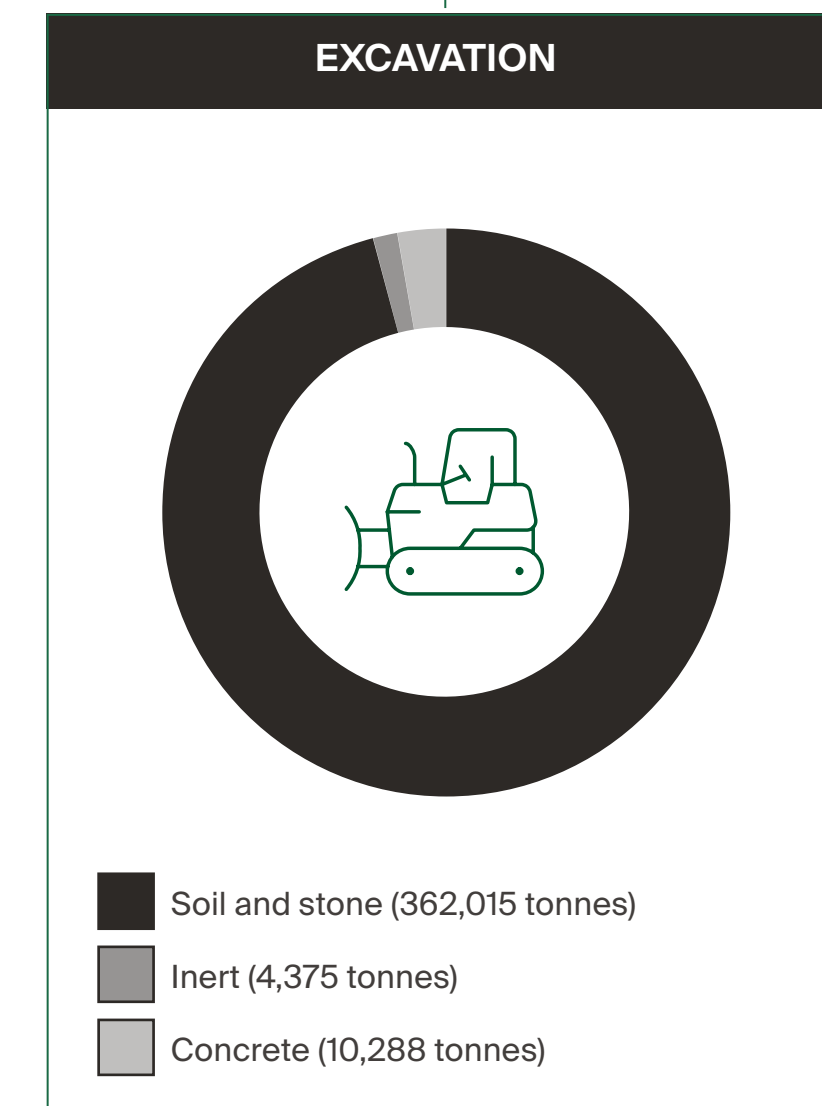
## Construction and Demolition Waste

Waste by type<sup>1</sup> and disposal route (tonnage)



**Overall Waste**

- Excavation (376,678 tonnes)
- Construction and demolition (32,255 tonnes)



# Applying Circular Principles on Our Projects

By applying circular economy principles from early planning, we reduce waste, maximise material value, and keep resources in use for longer across our operations and the wider value chain.

## 1.5km



Existing stone wall was carefully dismantled and rebuilt at Kex Gill using the original stone

### Reusing Stone at Kex Gill

Approximately 1.5 kilometres of existing dry-stone walling were carefully dismantled and rebuilt using the original stone, which we supplemented with locally sourced material to preserve visual and landscape character. Around 3,000 tonnes of stone were reused on site, avoiding the need for new quarry material and off-site disposal. This approach eliminated an estimated 24 tonnes of carbon associated with quarrying, transport and waste processing, demonstrating the carbon and resource benefits of reuse.



The dismantling and rebuilding of existing stone wall at Kex Gill, North Yorkshire

### Article 27 Material Reuse

We maximise material reuse in Ireland through the Environmental Protection Agency's (EPA) Article 27 mechanism, supporting circular material flows between sites. At the Adare Bypass project, approximately 81,000 m<sup>3</sup> of suitable soil and stone were imported from nearby developments, reducing the demand for virgin materials. Similarly, approximately 10,000 m<sup>3</sup> of excavated greenfield material from the UCD Student Village project was approved for reuse at another Dublin site, avoiding the need for landfill disposal and ensuring valuable material remained in productive use, instead of entering the waste stream.

### Reducing Single-Use Plastics Through Innovation

On the Vantage and Astellas projects, we trialled biodegradable overshoes as an alternative to single-use plastic footwear. Produced by HaPPE Earth, a female-founded business based in Cork, the overshoes are part of what is described as the world's first fully compostable, medical-grade single-use PPE range. Sisk was among the first to adopt the product at scale, supporting the wider rollout of this innovation. The overshoes were tested over a one month period to assess performance and durability in a live construction environment. The trial results support a shift away from the approximately 600,000 single-use plastic overshoes we use annually across the business, demonstrating how small operational changes can deliver meaningful circularity benefits at scale. Feedback from Sisk during the trial also helped inform product improvements. In response, HaPPE enhanced the design by adding dimples to the sole to reduce the risk of slippage, resulting in an improved and more practical product for site use.



### Zero Plastic to Landfill

In 2025, we expanded our Zero Plastic to Landfill accreditation beyond our success at our Vantage project, with two additional sites certified. These include our Citywest head office and the Etihad Stadium project to achieve this standard. Our progress here is underpinned by stronger forecasting, measurement and benchmarking, together with detailed waste stream management.

## 98.6%



Construction and demolition waste was diverted from landfill



We look at every waste stream as a potential resource – from improving segregation on site to trialling biodegradable PPE. By treating materials and packaging differently, we reduce waste and push a more circular approach to how we build.

**John Murray**  
Section Foreman and Waste Champion

# Tackling Embodied Carbon in Construction

Embodied carbon is a major source of emissions in construction and Scope 3 Category 1 (purchased goods and services) accounts for over 95% of our total GHG emissions, which makes material choice critical to decarbonisation. By prioritising lower-carbon materials and design choices, we are reducing emissions before construction even begins on site.



Embodied carbon is a critical challenge for our sector, and reducing it requires early design decisions, informed material choices and close collaboration with industry partners and our supply chain.

**Ross Cullen**  
Technical Director

## Low-Carbon Concrete Demonstrator

In 2025, we completed our Scalable Low-Carbon Concrete Demonstrator Project at Wembley Park, London, UK, demonstrating that low-carbon concrete can be delivered at scale without compromising performance. The project achieved a world-first structural application of Ecocem’s ACT technology on a live site, supported by extensive performance testing and life cycle assessment. The findings provide practical insights to support wider industry adoption and are being shared openly to help accelerate the transition to lower-carbon construction.

Building on the success of our UK low-carbon concrete demonstrator, our Integrated Sustainable Solutions (ISS), Procurement, and Engineering teams partnered with Trinity College Dublin, Ireland, FLI Precast, Roadstone, and Construct Innovate to explore practical pathways for lower-carbon concrete in Ireland. This €50,000 18-month pilot, funded through Enterprise Ireland’s Construct Innovate programme, has now concluded, with research confirming that biomass ash, an industrial by-product, can be transformed into a viable low-carbon concrete mix.

Throughout the pilot, our role as a facilitator brought research and industry partners together and supported testing in a live project environment. While the findings are encouraging, the work is at an early stage. Further development is required before solutions can be adopted at scale. Nonetheless, initiatives like this play a critical role in advancing our knowledge and creating future pathways to reduce embodied carbon in construction.



Low-Carbon Concrete Demonstrator, Dublin

### Life Cycle Assessments

Our Integrated Sustainable Solutions (ISS) team deliver Life Cycle Assessments (LCAs) in-house, helping clients and project teams understand the impacts of embodied carbon and make better decisions in early design. In 2025, we completed 15+ LCAs, embedding carbon-conscious thinking into design and delivery, and supporting our clients with evidence-based options to reduce embodied carbon. Our approach aligns with the RICS Whole Life Carbon Assessment professional standard (2023).

### Rising Client Expectations

When it comes to embodied carbon, client expectations are becoming more ambitious and clearly defined, across all our business units, geographies and sectors. Recent tenders are increasingly setting explicit requirements for embodied carbon reduction, including design optioneering, compliance with local regulations, and verified tracking of material carbon. There is also a stronger focus on reviewing existing design strategies and meeting stipulated carbon targets for specific materials. This is often linked to defined performance ranges or named products. This shift reflects our commitment to addressing climate challenges in the construction sector, and our ability to support our clients from early design through to delivery, working closely with supply chain partners to embed robust carbon management into how we deliver projects.

### Industry Engagement and Policy

In 2025, Sisk was represented by Sarah-Jane Piscioti and Ross Cullen at Ecocem's Lead Markets for Low-Carbon Cement event at the European Parliament, co-hosted by MEPs Radan Kanev and Seán Kelly. Sisk shared practical experience of delivering low-carbon solutions and highlighted the need for clearer policy signals and consistent standards to support wider adoption. The discussion emphasised that while industry capability and intent are strong, scaling innovation will depend on faster policy alignment, standard development and national roadmaps to support delivery at pace.

### PAS 2080 Certification

We achieved PAS 2080 certification as both designer and constructor in 2025, recognising our carbon management processes for buildings and infrastructure. This strengthens how we work with clients and design teams to reduce whole-life carbon, backed by our consistent approach to governance, evidence and reporting.



Lauren Luck and Heather Binnie receiving BSI PAS 2080 Certification



Sarah-Jane Piscioti at Ecocem's 'Lead Markets for Low-Carbon Cement' event at the European Parliament

# People & Communities

## Our focus is on fostering safety, wellbeing, diversity and inclusion, while creating social value in partnership with stakeholders and communities.

With good governance in place and a strengthening internal capability, we have wide-ranging commitments to build a proactive health, safety and wellbeing culture. We are deepening social value and expanding equality, diversity, inclusion and belonging into one coherent ambition. 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.

Guided by our core values – Care, Integrity, Excellence – our ambition is to build a proactive, people-centred safety culture driven by shared learning and continuous improvement. This focus underpins every aspect of our operations, and we expect the same high standards of all our stakeholders.

Our objectives are supported through established management systems and carefully developed plans, which we implement across all areas of the business. We carefully assess the competencies and skills of our team members, providing them with the training, tools and support they need to perform their roles safely and effectively. Our Occupational Health and Safety (OHS) Management System is ISO 45001 certified, underscoring our commitment to continual improvement.

Our Step Up to Zero programme has significantly grown our maturity across leadership, culture, communication, standards and competence, which is supported by the introduction of the ‘Safe Safer Sisk’ programme and increased digitalisation of key safety processes. We have expanded our wellbeing capability by enhancing occupational health and mental health support, which includes a bespoke Mental Health Peer Support Programme.

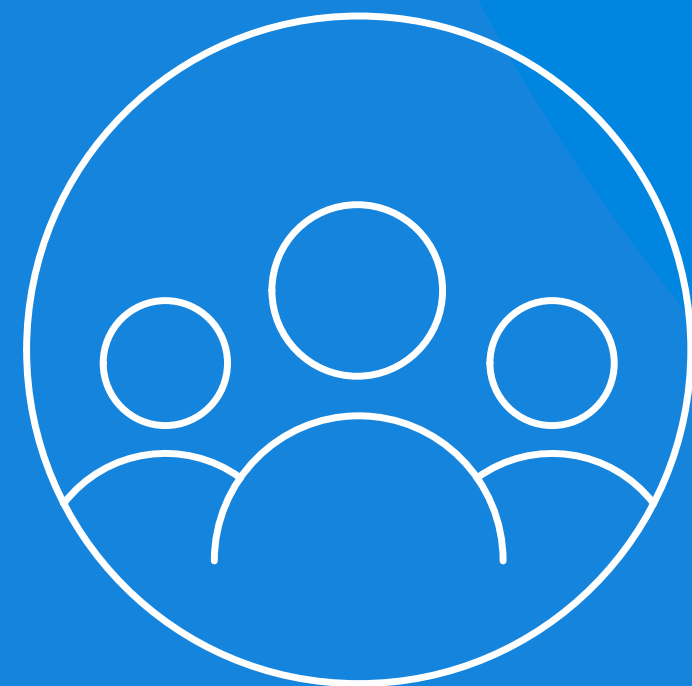
Health and safety is central to our strategic direction and we have a relentless focus on the objectives we have set. These are reviewed monthly as part of our drive for operational excellence. The safety of our people remains our highest priority. We are committed to going far beyond compliance, focusing on proactive measures and using both leading and lagging indicators to monitor and improve performance.

By expanding access to opportunity and strengthening local economies through purposeful partnerships and engagement, our Social Value ambition is to create inclusive, thriving communities. We have been

successful in driving this objective by expanding our dedicated social value and stakeholder engagement capacity, developing specialist expertise across regions, and embedding consistent processes that allow social value to be designed in from project inception. By proactively tackling key challenges, we are committed to generating measurable social value that supports the achievement of our targets.

Equality, Diversity, Inclusion and Belonging (EDIB) is embedded as a core driver of our culture. We are operationalising EDIB by integrating inclusion and belonging into how we work every day, strengthening our culture, boosting our external impact, and building accountability and transparency into our decision-making. We have transitioned from strategy to measurable impact through enhanced oversight and governance, the activation of employee networks, and the delivery of inclusive leadership development programmes and award-winning engagement initiatives.

Above all else, we are steadfast in our commitment to building an organisational culture where everyone feels safe, valued and able to thrive. We recognise that inclusion and belonging are essential foundations for a resilient and future-ready business.



# Occupational Health & Safety

## SAFE SAFER SISK

Occupational Health and Safety (OHS) is fundamental to how we plan, lead and deliver our work. It remains our highest priority at Sisk. Health and safety is treated as a core business responsibility, with strong leadership visibility, clear governance and ongoing oversight at project, business unit and Group level.

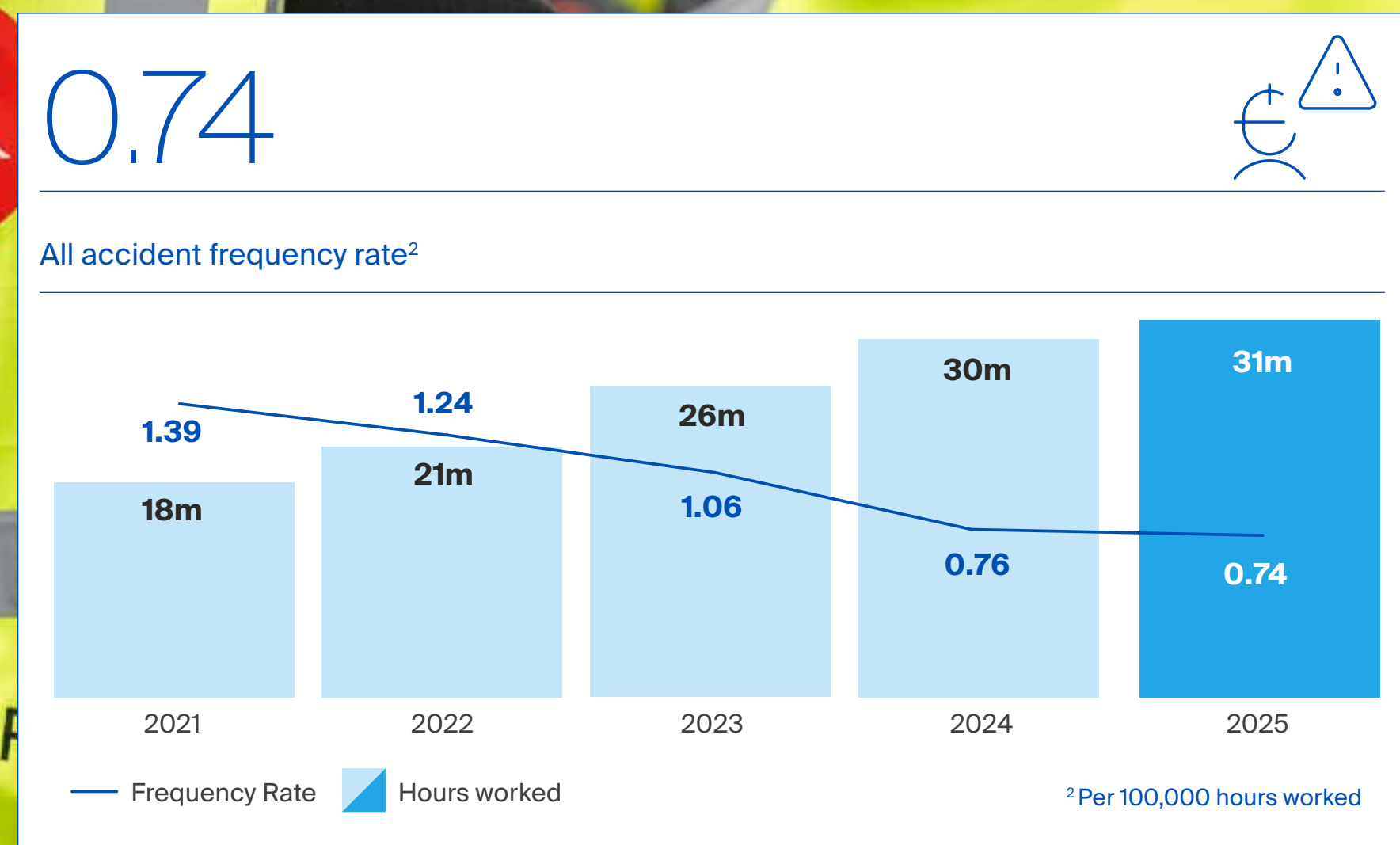
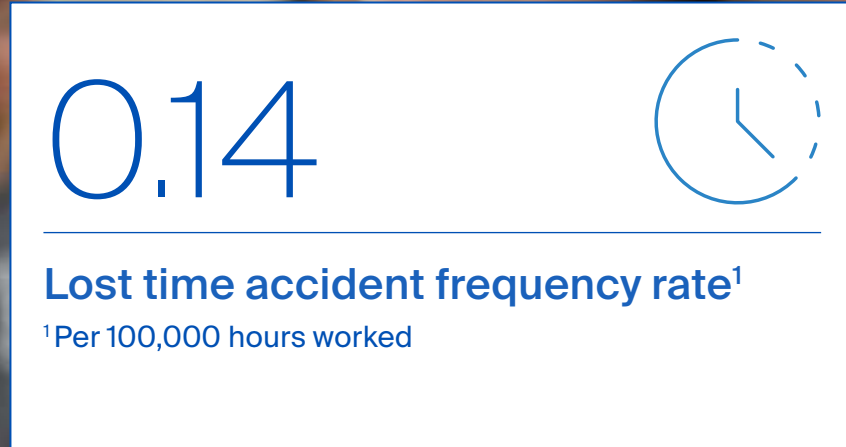
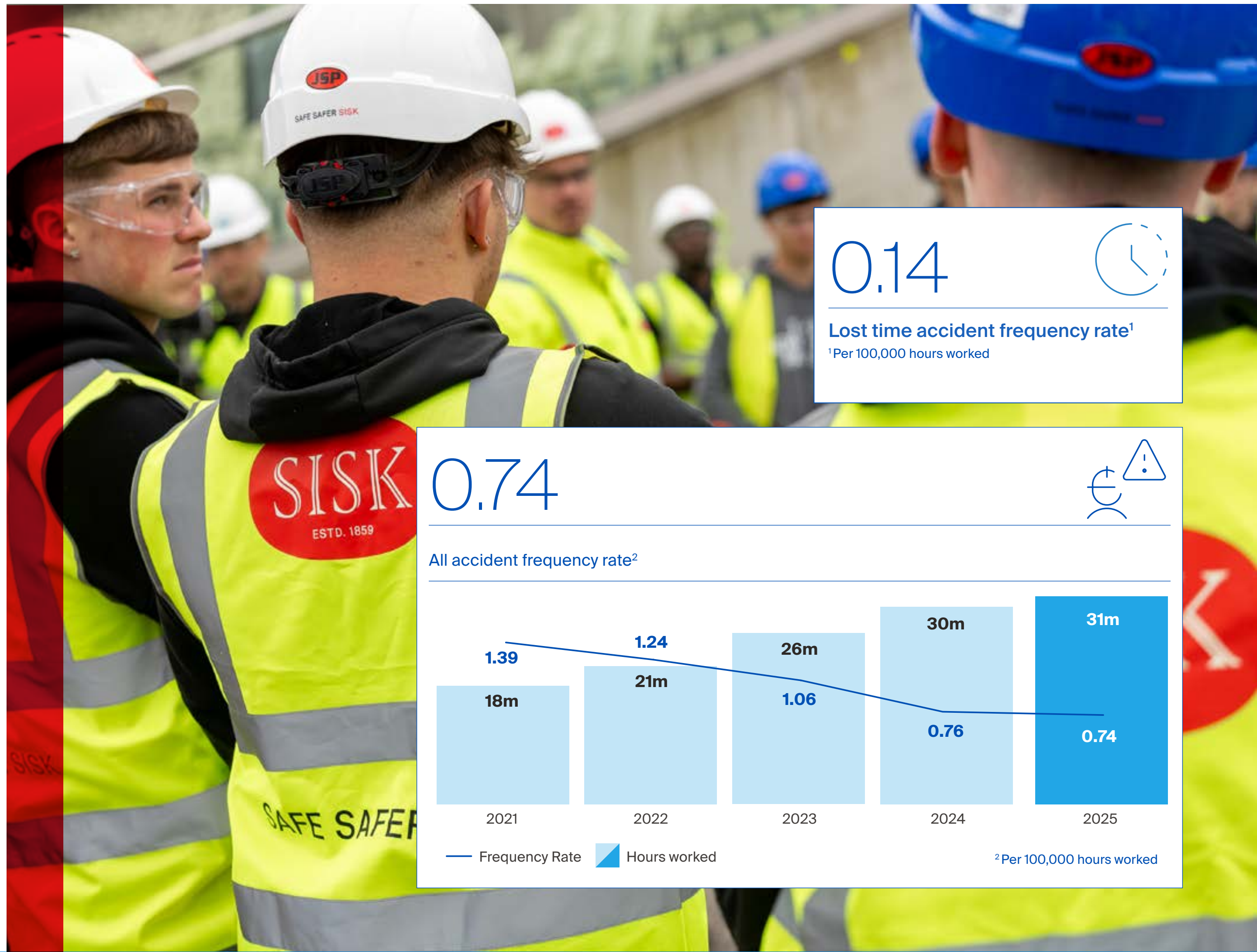
Our Safety Promises and Behavioural Standard set clear behavioural expectations for our people and our partners, providing them with a consistent standard from office to site, as well as a solid foundation for leadership oversight and everyday safety conversations. We enhance performance and culture by focusing on leadership, fair and just culture, communication and engagement, clear standards and expectations, and ongoing competence development. This structured approach allows us to move beyond compliance, driving continual improvement in how safety is understood, applied and led across the organisation.

Our **Safe Safer Sisk** safety leadership programme continues to play a central role in cementing these expectations. The programme establishes a common language for safety, and reinforces consistent behaviours from senior leaders through to frontline teams. By bringing together our existing protocols into a clear framework, it strengthens leadership engagement, supports decision-making and reinforces accountability and personal responsibility for safety at every level.

### 2,700



Colleagues and supply chain partners have participated in our Safe Safer Sisk leadership training programme



Our Occupational Health and Safety Behavioural Standard provides the foundation for how we govern OHS. It clearly defines how we manage risk, communicate, and involve our people in keeping each other safe. It provides clarity on what good looks like, and outlines the behaviours expected from everyone across all roles and levels of the organisation. Through **Safe Safer Sisk**, we are building 'knowingly safe' workplaces, supported by structured processes, and assured through robust controls and oversight.

We have placed a heavy emphasis on upskilling and widening access to training. The introduction of our new learning management system is making it easier for people to understand training requirements and book relevant courses. We have expanded flexible learning through short, targeted eLearning modules that are focused on critical tasks and controls, allowing people to learn at their own pace or revisit key content as and when they need.

Our S5 Risk Focus Areas remain a key pillar of our safety management approach, directing attention to the highest-risk activities across our operations. For each S5 area, we have clearly documented procedures and defined expected practices, supported by guidance, permits, and controls that are fully integrated into our management system. In addition, dedicated coordinators are assigned to each site to ensure that key requirements are effectively coordinated and consistently achieved.

This ensures a consistent and disciplined approach to managing critical risks, from planning through to execution, incident investigation, and organisational learning. This approach was strengthened further in 2025 through updated lifting operations requirements, a collaboration with industry to improve Appointed Person training, and the launch of OHS digital permitting. This has increased consistency, oversight and real-time feedback for high-risk activities on site.



Safe lifting demonstration run for staff during the Construction Industry Federation's 2025 'Back to Basics' safety campaign

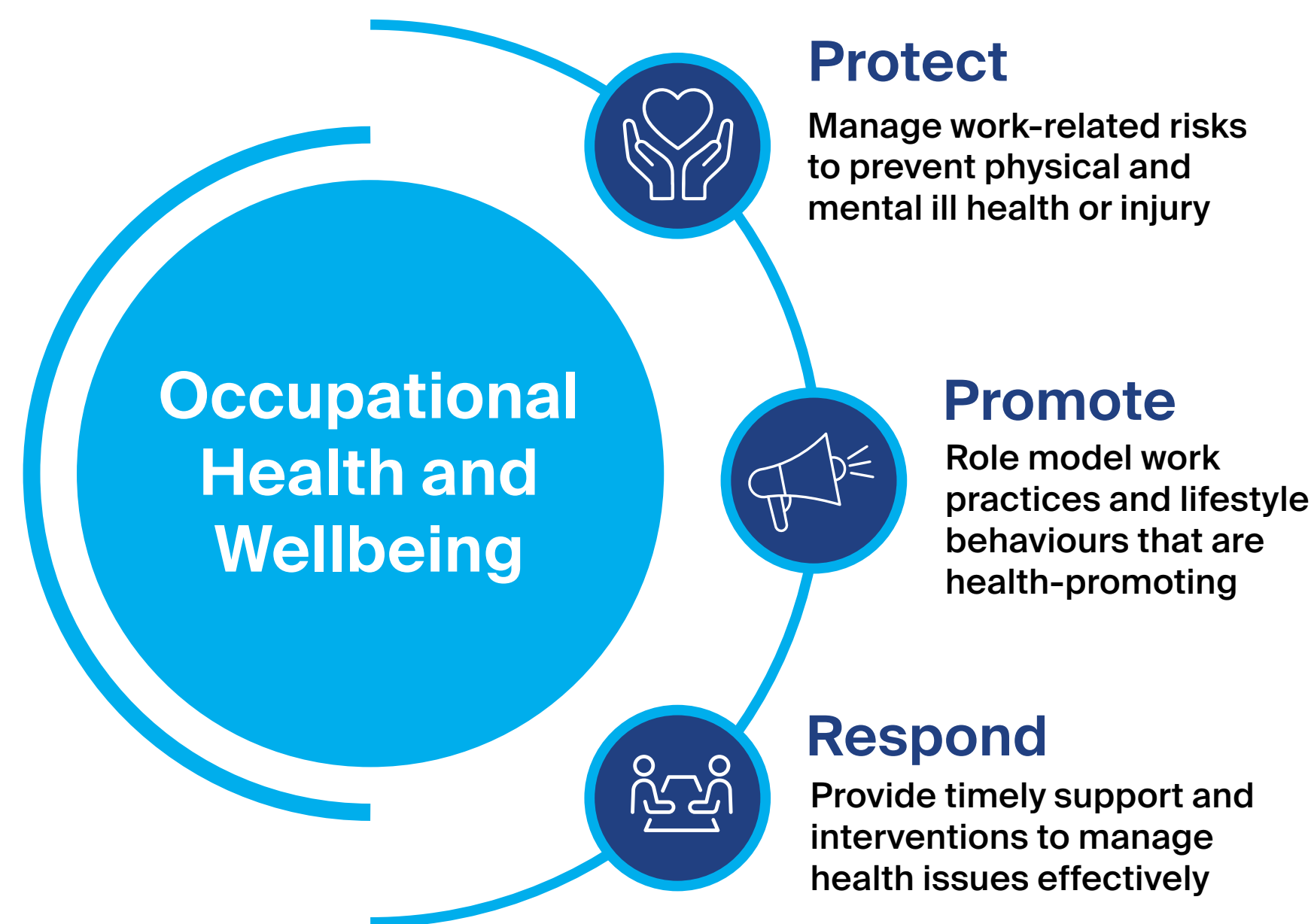
# Occupational Health & Wellbeing

We are committed to providing healthy, supportive and productive work environments for our people at Sisk. Our occupational health and wellbeing approach is prevention-led and integrated, focusing on **protecting** health, **promoting** wellbeing, and **responding** early when support is needed.

### Key Programmes in 2025 Included:

- **Health screening** – supporting early identification of health risks with 1,400 employees participating across Ireland, the UK and mainland Europe
- **safeTALK suicide awareness training** – 150 people underwent training in 2025, bringing participation to over 330 colleagues in the past two years
- **Targeted health and wellbeing programmes** – addressing priority topics such as women’s health, men’s health, digital wellbeing, mental health peer support, back care and seasonal working risks

Our experienced in-house Occupational Health and Wellbeing Team delivers targeted support through a combination of on-site engagement and one-to-one interventions, on topics including musculoskeletal health, mental wellbeing, lifestyle supports, and display screen equipment management. We do this to ensure our team can meet people where they’re at.



From its initial launch in October 2024, our bespoke mental health peer support programme has gone from strength to strength. Our current network of 108 trained Peer Supporters are there to offer informal support through empathy, active listening, and signposting where appropriate. This is the first bespoke peer support programme of its kind in the construction industry, and one we’re very proud of.

**Richie Butler**  
Head of Occupational Health and Wellbeing

# Integrative Health & Wellbeing Site Visits

Integrative visits bring our occupational health and wellbeing support directly to site, making it accessible to colleagues across our business and supply chain in a way that reflects the realities of a live construction environment.

These visits typically take place over one to two days and combine short, high-engagement sessions, such as toolbox talks, with opportunities for one-to-one guidance and follow-on support. By integrating expertise across physical health, mental wellbeing and lifestyle supports, these visits improve access, reinforce consistent wellbeing messages, and help us to strengthen day-to-day wellbeing culture across our sites and supply chain.



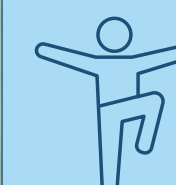
## Stop Smoking/Vaping Toolbox Talks

Short toolbox talks covering quitting smoking/vaping, setting a quit date, nicotine replacement therapy, and how our programme works if you sign up



## Back on Track Consultations & Back Care Group Classes

One-to-one guidance focused on self-management strategies to improve back health, in tandem with guided group sessions to mobilise, stretch and lengthen the spine to prevent back pain



## Functional Movement Screening

30-minute individual screen using seven movement tests to identify imbalances or limitations that could increase the likelihood of musculoskeletal injuries



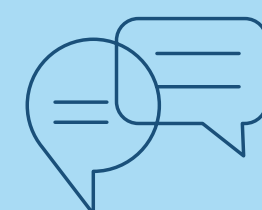
## Movement Consultations

One-to-one consultation to explore strategies and provide evidence-based recommendations to enhance your overall health through movement



## Under the Hard Hat

On-site sessions focused on normalising conversations about mental health and reducing stigma



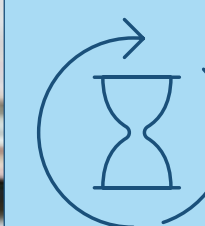
## safeTALK training

Training that builds skills to recognise and engage with those experiencing suicidal thoughts



## Mental Health Matters

Foundation mental health awareness session covering mental health in construction, signs and symptoms, stigma, and how to access support



## The Longevity Game

Presentation exploring strategies and research to support a longer, healthier life, with practical actions for exercise, nutrition, sleep and emotional health

# Social Value

Since the business was founded in 1859, we have believed that every project is an opportunity to create positive, lasting outcomes for the people and communities where we operate.

We prioritise practical actions to support local employment, education, skills, wellbeing and inclusion, partnering with communities and enabling our people to contribute through volunteering and paid volunteering leave. By embedding social value into the delivery of our projects, from bid to project handover, our aim is to leave behind a legacy that is meaningful and grounded in real community need.

## Strengthening Social Enterprise Partnerships in 2025

Social enterprises play a vital role in driving inclusive economic growth, creating employment opportunities, and delivering lasting community impact. We continued to solidify our partnerships with social enterprises across Ireland and the UK last year, leveraging responsible procurement to deliver tangible social impact. In the UK, through the Buy Social Corporate Challenge, Social Enterprise UK's flagship initiative, we spent over £680,000 with social enterprises, supporting inclusive employment and skills development. In Ireland, we partnered with Social Enterprise Republic of Ireland (SERI) through their Buy Social Corporate Challenge to advance social procurement at a national level. As we continue to grow our social enterprise engagement, our focus is on expanding opportunities across our supply chain and ensuring our projects deliver positive outcomes for the communities they operate in.

*In 2025, we introduced a new social value measurement tool, Thrive. As such, we are still undergoing full implementation and the information disclosed is provisional. It may be revised as we continue to expand and improve our datasets and source systems.*

€610,544,069



Social value generated

£689,025



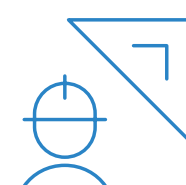
Social enterprise spend (UK)

€1,417,004



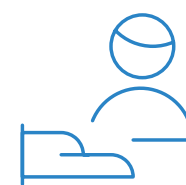
Social value generated supporting unemployed people into work

11,101



Apprenticeship weeks

4,830



Volunteering hours

€673,862



Value of donations



Great Ormond Street Hospital Christmas donation

## PlanBEE

PlanBEE (Built Environment Education) is an industry-driven, higher-level, two-year apprenticeship in design, construction and management. This award-winning programme was developed to address skills and talent gaps across the built environment, with graduates progressing into employment with sponsor companies or elsewhere in construction.

It is delivered through work-based learning and rotational placements with sponsor employers giving apprentices exposure to multiple disciplines and workplaces. We have supported PlanBEE since 2024 through our Manchester projects.

The programme gives young people an opportunity to earn while they learn and build confidence and independence in their careers. Participants are given real on-site responsibilities, where their contribution is highly valued and their impact measured.

The programme widens access to construction careers and is an alternative route into education and employment, removing traditional barriers and providing talented young people with career options that align more with their strengths and ambitions.

For the industry, PlanBEE plays an important role in developing the next generation of skilled construction professionals. By investing early, we are helping to open doors and create lasting value for individuals and our business, supporting a more resilient sector in the process.



The programme was an incredible chance to contribute to such a unique and fast-developing project and I've gained valuable Site Management experience that I'll be able to carry into future placements. Thank you to everyone at John Sisk & Son Ltd and The North Stand Expansion Project for making it a great few months!

**Rohan Kenworthy, PlanBEE student**

## Öresund Swim Relay Crossing Borders for a Shared Cause

Different years are remembered for different moments. For 2025, one that stands out is the Öresund Swim Relay, which was an ambitious challenge bringing together 16 colleagues from Ireland, the UK and Europe to swim the 20-kilometre stretch between Sweden and Denmark, beneath the Öresund Bridge.

The location held particular meaning for Sisk, a symbol of our long-standing presence delivering projects on both sides of the bridge over many years. Delivered in four relay teams, the swim reflected key strengths of the Sisk culture: collaboration across regions, careful preparation, and a shared commitment to delivering something meaningful. Participants undertook demanding training programmes, such as cold-water qualifying swims, to ensure they were physically prepared for the challenge. The collective effort raised over €63,000 for the Neonatal Unit at Cork University Maternity Hospital (CUMH). Neonatal care plays a vital role in supporting vulnerable newborns and their families, and the funds raised will help support specialist equipment, services and care, at a time when demand on neonatal units continues to grow. The swim shows the impact that can be achieved when colleagues across the business come together around a shared purpose, a demonstration of our values in action.



# Supporting People Experiencing Homelessness

In 2025, we once again took part in Focus Ireland's **Shine a Light** campaign, marking our seventh year supporting the initiative to raise awareness and funds to address homelessness in Ireland.

Over 50 staff members across the Sisk Group and our supply chain partners took part in the overnight sleep-out at our Citywest headquarters, standing in solidarity with those experiencing homelessness and helping raise vital funds for frontline services.

The campaign raised €226,000, bringing our cumulative contribution to the Shine a Light campaign to more than €600,000. Funds raised support Focus Ireland's work with individuals and families experiencing homelessness, including emergency accommodation, outreach services, and pathways into long-term housing at a time when demand for support continues to increase nationally. Shine a Light continues to demonstrate the impact of consistent engagement, practical action and partnership. In a challenging social context, the campaign provides a clear example of how collective effort across the Sisk Group and our supply chain can support organisations delivering essential services to some of the most vulnerable people in our communities.

€226,000

Raised by the campaign

€600,000+

Cumulative contribution to Focus Ireland through Shine a Light



Sisk staff members participating in 'Focus Ireland Shine a Light' campaign at Sisk HQ in Citywest Business Campus, Dublin

# Social Value

## Examples of Social Value activities undertaken in 2025

### SciFest, Ireland

Sisk was as a bronze sponsor of SciFest. We contributed approximately 70 hours of employee time supporting judging and student engagement, helping to promote STEM learning and future engineering pathways.

### Hair Together, Ballymun

Our Ireland East business unit, working with supply chain partners, donated the equivalent of €107,668 in materials and specialist skills to deliver the Hair Together social enterprise salon and academy, supporting inclusive skills development and community opportunity.

### Great Ormond Street Hospital (GOSH), London

Through the GOSH project, we generated over £6.8 million in local spend, prioritising nearby businesses and services. The team delivered targeted education engagement for SEND (Special Educational Needs and Disabilities) students, providing site visits and in-school construction activities to widen access to construction experiences. Teddies were donated to GOSH Charity ahead of Christmas, dressed in team jerseys, for children in hospital to receive during the festive period.

### The Grange Community Centre, Manchester

Teams from Sisk volunteered time, materials and expertise to resurface and upgrade the playground to create a safer space for children. Additional works focused on reuse and recycling, ensuring no materials were sent to landfill.

### Volunteering at Scale, Lewisham

We mobilised over 200 volunteering hours, alongside supply chain partners, to support a major home renovation delivered through a community-focused volunteering initiative, demonstrating the impact of skilled, coordinated volunteer effort.

### Coolmine House, Dublin

Working alongside AstraZeneca and project partners, the Sisk team supported the refurbishment of Coolmine House, delivering internal upgrades that improved the quality, functionality and welcoming nature of the space for service users.



### Pathways to Construction, Limerick

A number of projects across the organisation collaborated to present live project case studies to students on the Pathways to Construction programme in Limerick. This raised awareness of potential career routes while supporting future work placement opportunities.

### St. Anthony's School, Mayo

In partnership with our supply chain, our Project Allotrope team delivered improvements to the outdoor areas of this special school, preparing and upgrading play spaces to better meet student needs and support inclusive play.



### Christmas Toys Initiative

Continuing a long-standing tradition, the John G. Sisk Joinery Training Centre produced and donated 125 handcrafted toy sets, with projects across Ireland, the UK and Europe nominating local charities and community groups.



### Considerate Constructors Scheme (CCS)

All Sisk projects more than six months in duration are registered with the Considerate Constructors Scheme and assessed against the Code of Considerate Practice. The focus is on community engagement, environmental protection and workforce wellbeing. In 2025, 99% of Sisk sites achieved Excellent or Outstanding scores, with two sites awarded Gold, two sites awarded Silver, and eleven sites awarded Bronze at the CCS National Awards. This reflects a consistent high performance across Ireland and the UK.

### Great Charles Street, Birmingham

An inspiring example showcasing our commitment to creating opportunities comes from our Great Charles Street project, where Ky Shaw, who had faced significant challenges, was given the chance to join our team. He described starting with Sisk as life-changing, enabling him to learn, earn and build a clear path forward. Ky has set out strong ambitions to continue developing his skills, progress into a supervisory role and ultimately run his own construction business, demonstrating the lasting impact that access to a single opportunity can have.



# People & Culture

Our people are central to how we deliver our purpose of creating places for future generations. This means creating an environment where people can thrive in their careers, contribute with pride, while at the same time having time for life and prioritising what matters most. Guided by our values of care, integrity, and excellence, we aim to provide a supportive and inclusive working environment, where everyone is trusted, developed and empowered to do their best work.

In 2025, we continued to strengthen our approach by expanding learning opportunities, improving access to development and wellbeing supports, and reinforcing leadership at all levels of the business.

### Careers

Against the backdrop of ongoing skills shortages across the construction industry, we remain focused on developing talent and building future capability. At Sisk, we offer careers with no limits, supported by clear pathways for development and progression. In 2025, we recruited our largest and most diverse early careers cohort to date across structured student, graduate and apprenticeship programmes. These were delivered across live projects, education partnerships and local engagement. For all of our colleagues, our Career Toolkit provides clarity on expectations and development pathways, supporting meaningful career growth and improving long-term capability across the business.

### Learning and Development

Last year, we continued to improve our learning and development offering, with a clear focus on accessibility, consistency and lifelong learning. Our programmes support career development at every stage, from early careers to senior leadership. We do this through a blended mix of in-person and digital learning, professional pathways, apprenticeships and charterhip routes. Across the year, we delivered over 36,000 hours of training, supporting both technical capability and professional development across the business.

A key development during the year was our rollout of a new learning management system, providing clearer visibility of training requirements and making it easier for colleagues to access and manage their learning requirements. Our Continuing Education Policy supports lifelong learning by encouraging ongoing professional and technical development across all roles.

In 2025, we established our Training Academy as a central hub for early careers and technical development. The Academy brings together our Carpentry and Joinery (C&J) Apprenticeship programme and the Construction Site Supervisor (CSS) development programme, which supports newly qualified apprentices in progressing towards future site management roles. The Academy launched in September 2025 with an initial cohort of eight participants transitioning into the CSS Build programme. During the year, we recruited 12 new C&J apprentices, with 32 apprentices in training across our joinery and training centre.

Our Elevate development programme continued to play a key role in building leadership skills across the organisation. In 2025, 165 employees participated in this programme, bringing total participation to 1,461 since its launch. Together, these initiatives reflect the breadth of development opportunities available within Sisk and our ongoing commitment to building a skilled, diverse and future-ready workforce.

+ CAREERS AT SISK



Delegates on our two-year Supervise programme



Cathal O'Regan, Sisk carpentry and joinery apprentice

# 36,753 hours

Training completed by staff

## Early Careers

**Early careers development remains a key area of focus, with us embedding opportunities directly within project teams to provide meaningful, hands-on experience in live construction environments.**

Through structured placements, apprenticeships and early careers programmes, we support individuals to build technical competence, confidence and professional behaviours that will prepare them for long-term careers in the industry. We provide a wide range of work placements across the business, with positive feedback about the quality of the placements we provide. Placement students gain experience across a range of areas, some recent examples include building services, BIM coordination, reviewing drawings, tracking progress, bricklaying and snagging.

Supported by mentoring and hands-on learning, placements help bridge classroom study with real-world project delivery. One student described the experience as instrumental in developing the skills needed to pursue a career in construction, while the project team highlighted the value of his contribution as a member of the team.

## Joinery Apprenticeships and Skills Excellence

Our in-house joinery apprenticeship programme continues to play an important role in developing trade skills and future supervisors. In 2025, Theo Holohan, a fourth-year joinery apprentice, was recognised nationally after winning the Construction Apprentice of the Year category at the National Apprentice Awards. This recognition reflects the strength of our apprenticeship model and the quality of mentoring and learning delivered through our joinery training pathways.

## Torchbearer Recognition Awards

Building on their introduction in 2024, the Torchbearer Recognition Awards continued in 2025 as an important way of recognising colleagues who consistently demonstrate excellence and live out our company values. Nominated by their peers, recipients are recognised for going above and beyond in their roles and making a positive impact across the organisation. The awards remain a key part of how we celebrate contribution, highlight our values in action, and share the behaviours that help Sisk succeed.



## WorldSkills Ireland 2025: Backing Future Talent

As a main sponsor of WorldSkills Ireland 2025, we reinforced our commitment to developing future talent and promoting careers in construction. The programme provides a valuable platform for young people to build practical skills, gain confidence and explore career pathways in the built environment, with over 38,000 second-level students attending this year's event. We also supported the joinery and carpentry competitions, with two of our apprentices, Cathal O'Regan and Darragh Brett, showcasing their skills. Through our involvement, we engaged directly with learners and highlighted the range of opportunities available across our projects. We would like to thank over 70 volunteers from across the Sisk Group, including Sensori Group and Vision Built, who played a key role in delivering the event.

Alongside this, we continued to engage with local communities through our school outreach programme, visiting schools to promote STEM and highlight career opportunities in the built environment. Additionally, our Transition Year (TY) programme offers practical, hands-on experience across our projects. These initiatives reflect our belief that early engagement and investment in skills are key to building a strong and capable workforce for the future.

# Equality, Diversity, Inclusion & Belonging

At Sisk, we are committed to fostering a workplace where everyone feels valued, respected, and empowered to thrive. Our approach to Equality, Diversity, Inclusion and Belonging (EDIB) is embedded through leadership and alignment with our values. In 2025, we published our first standalone Inclusion & Belonging Impact Report to highlight our EDIB activities. Building on our progress, we are developing a Gender-Inclusive Strategy to enhance how we attract, retain and progress women across the business.



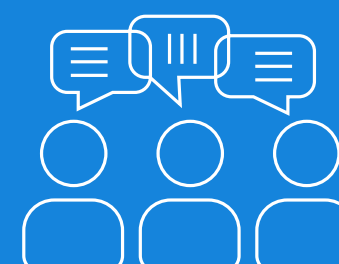
## 2025 Highlights

# 100+

of our senior leaders completed inclusive leadership training.

There was increased engagement across our four Employee Resource Groups supporting gender balance, neurodiversity, multicultural inclusion, and LGBTQ+ colleagues.

We hosted eight focus groups consisting of over 70 colleagues to understand the lived experience of women in our business. The insights gained will inform our Gender-Inclusive Strategy, due to be launched in 2026.



We were awarded the Excellence in EDI Award at the Chambers Ireland Sustainable Business Impact Awards 2025, recognising the transformative effect of our 'It's Only Banter' workshops in shaping a more inclusive and respectful workplace culture.



## Our EDIB Governance Structure

- **Executive Sponsors:** C-suite-level executives who guide and advise senior leadership on EDIB, holding leaders accountable and championing inclusive leadership
- **EDIB Steering Group:** Brings together key representatives from across the business to lead on inclusion and belonging, ensuring high standards and sharing best practice
- **People Director - Culture, Inclusion, and Talent Development:** Works closely with the EDI Partner to drive commitment, implement best practices and support the operationalisation of EDIB
- **EDI Partner:** Sets the strategic direction for EDIB, manages day-to-day delivery, ensures transparent reporting, and oversees implementation
- **Employee Resource Groups:** Represents the wider employee voice, sharing lived experiences, supporting peer engagement, and driving grassroots inclusion initiatives

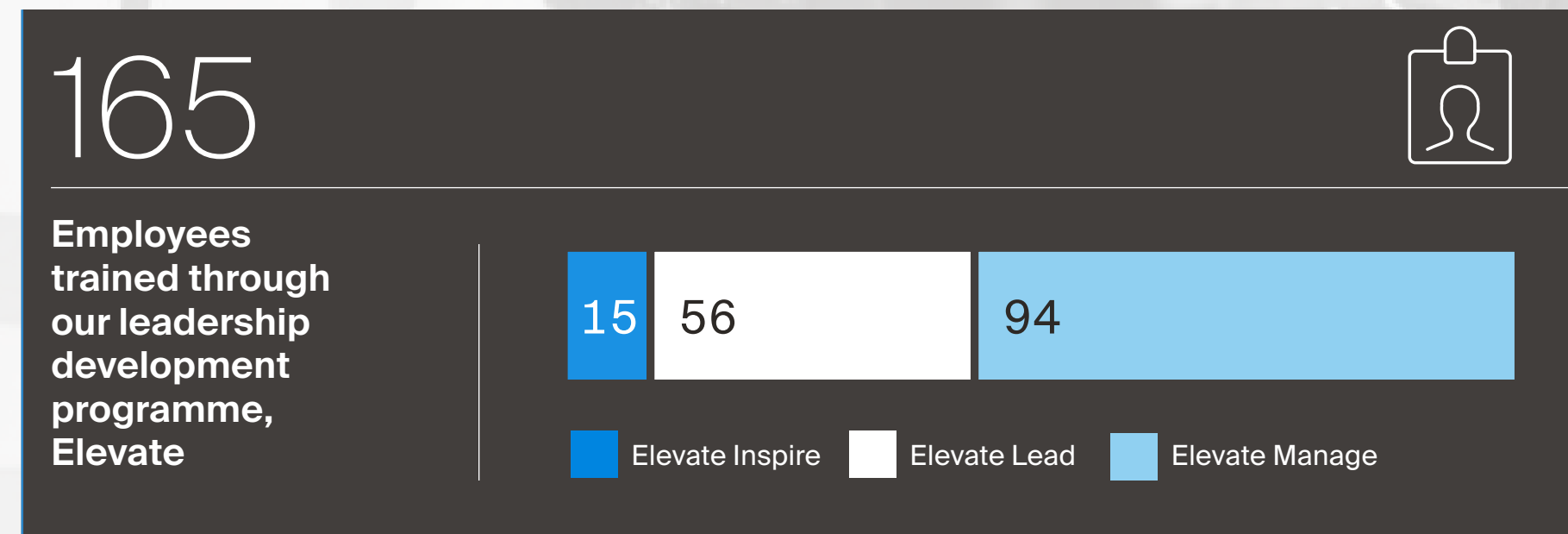
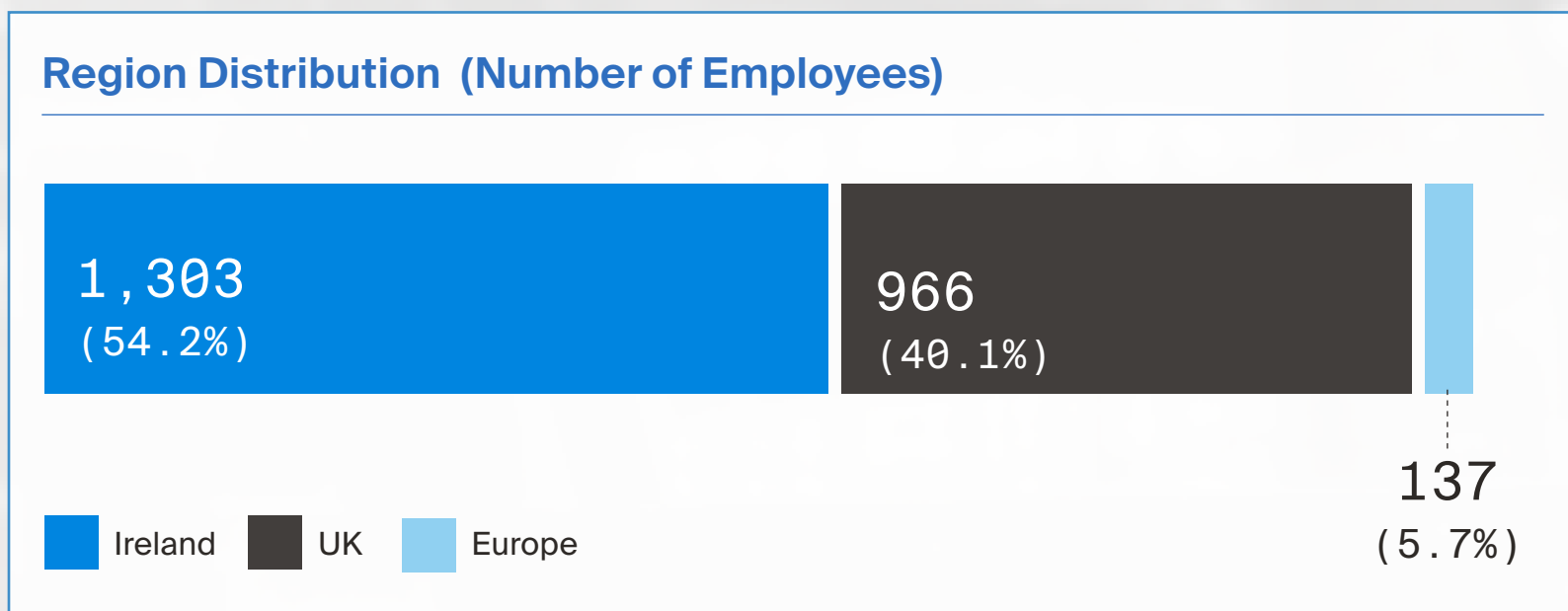
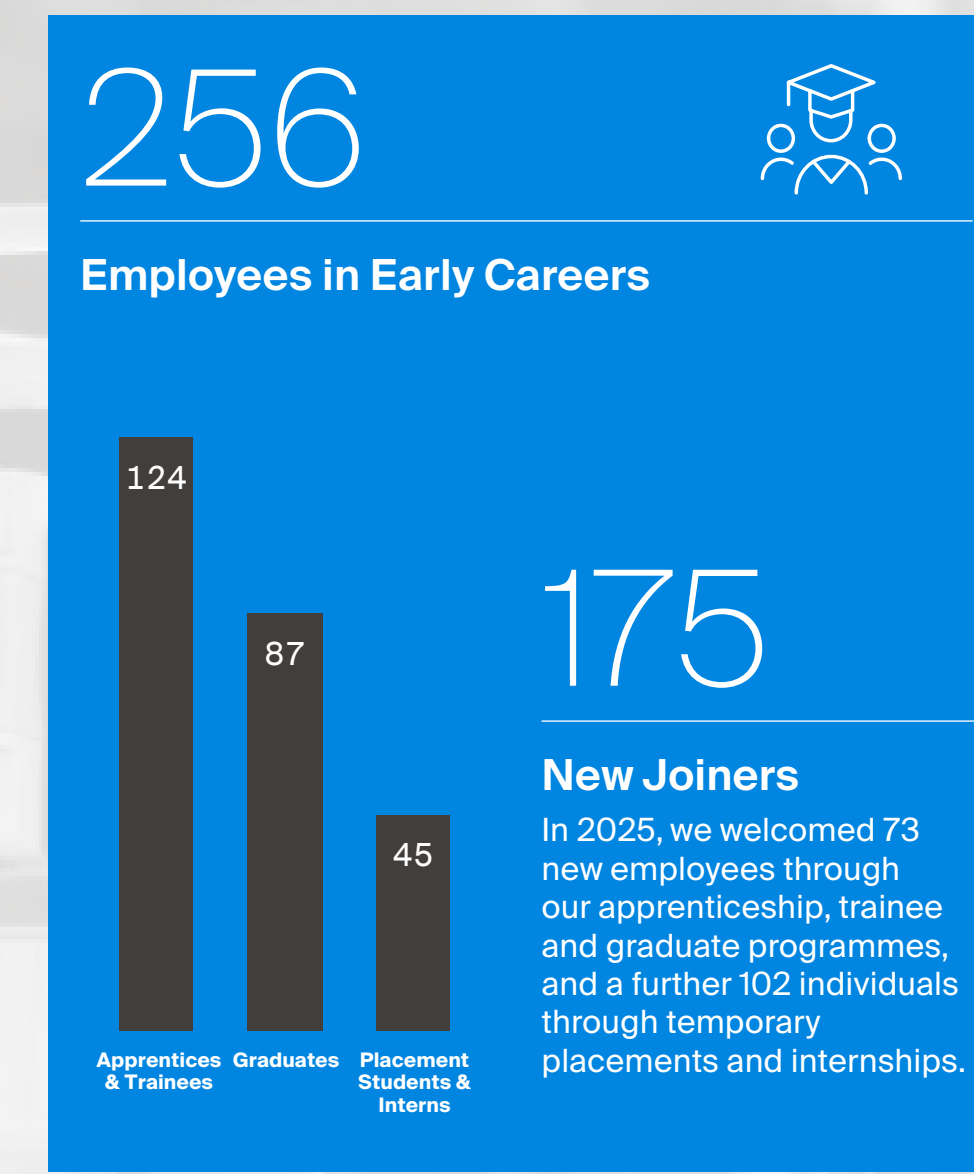
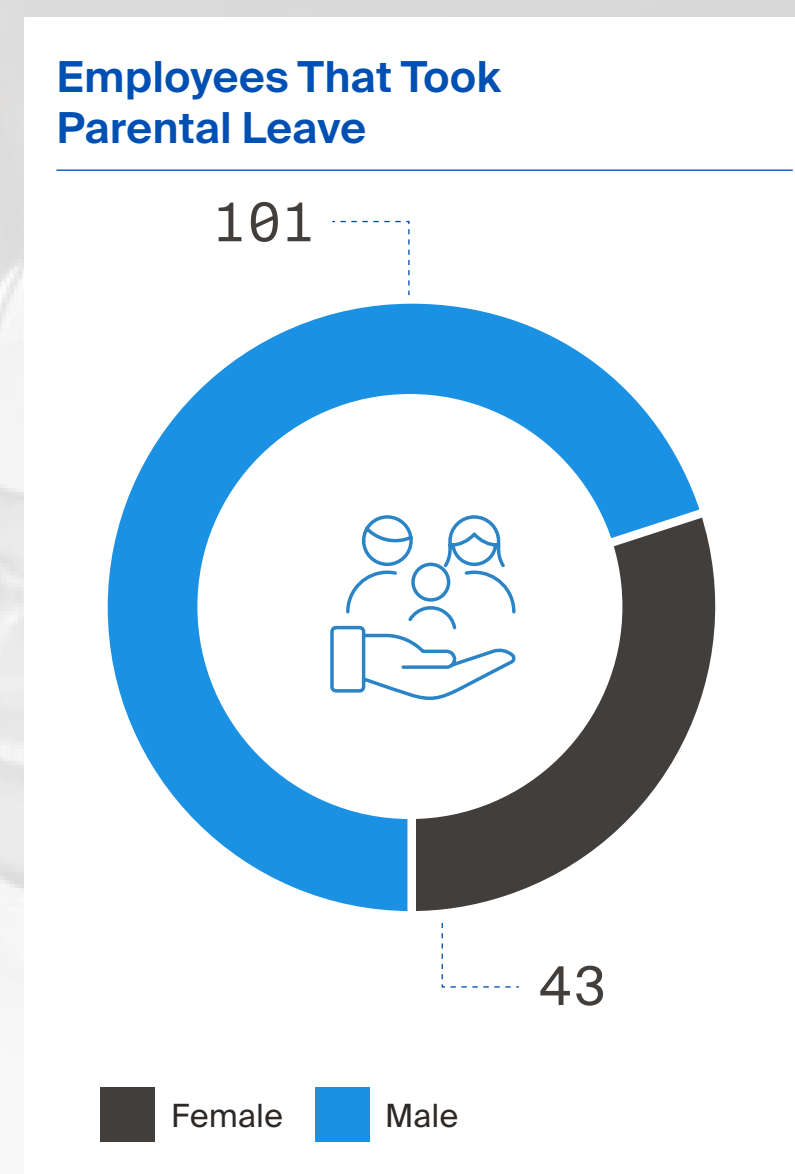
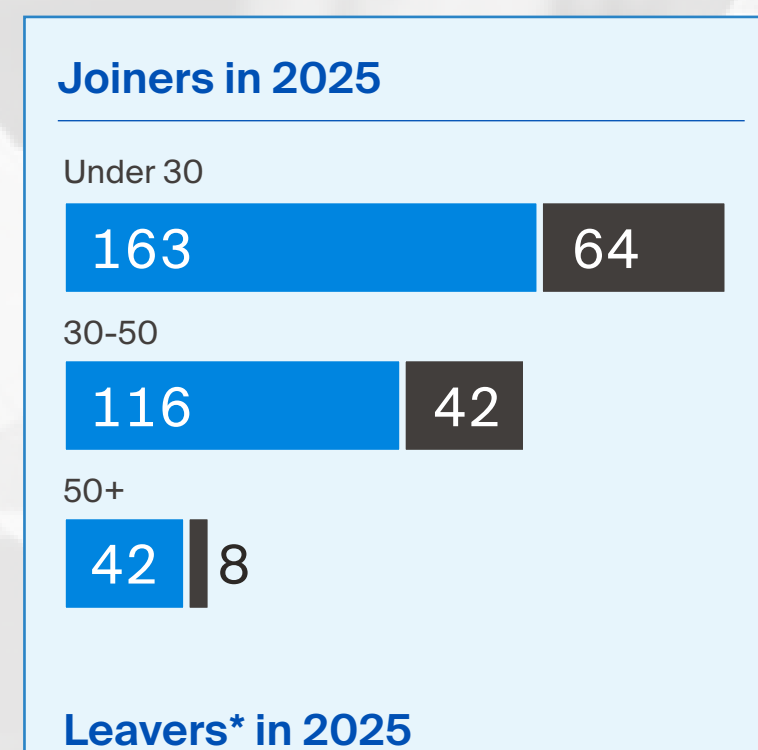
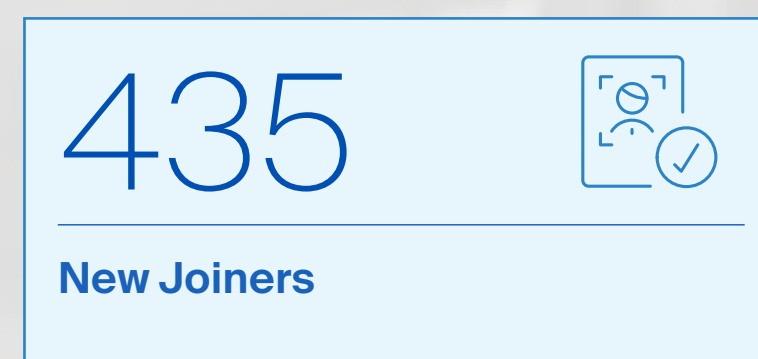
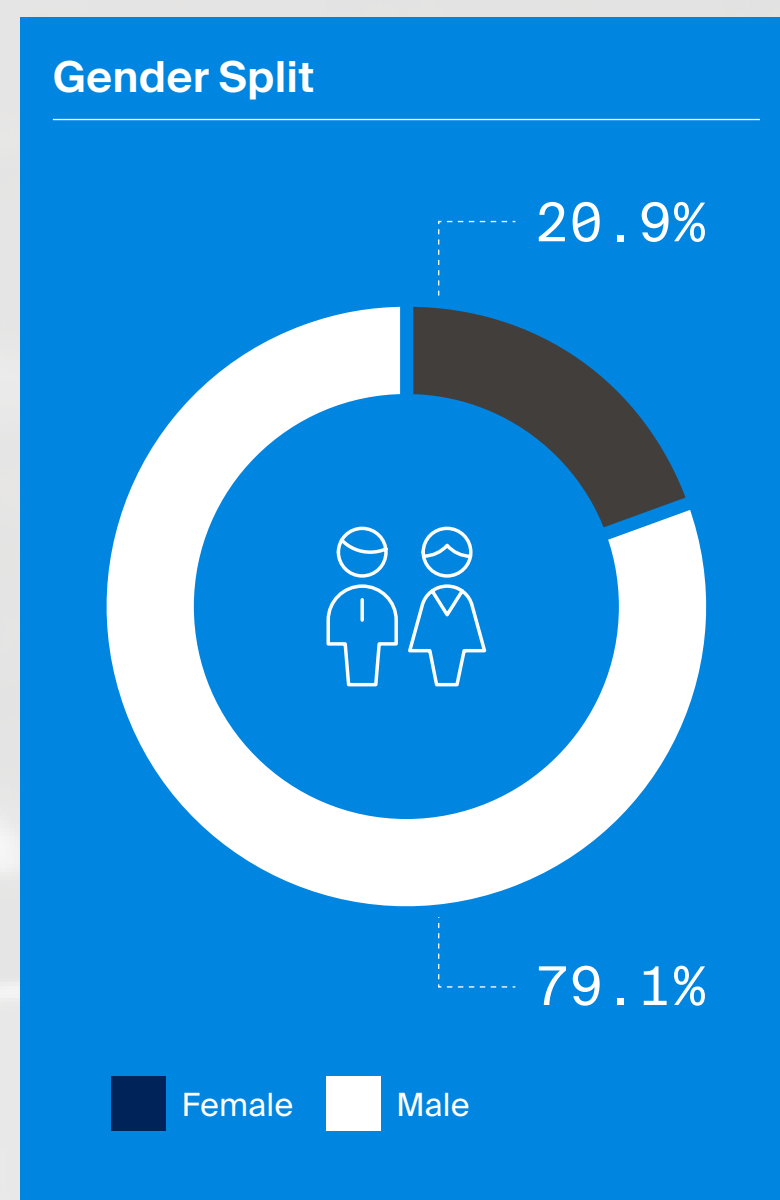
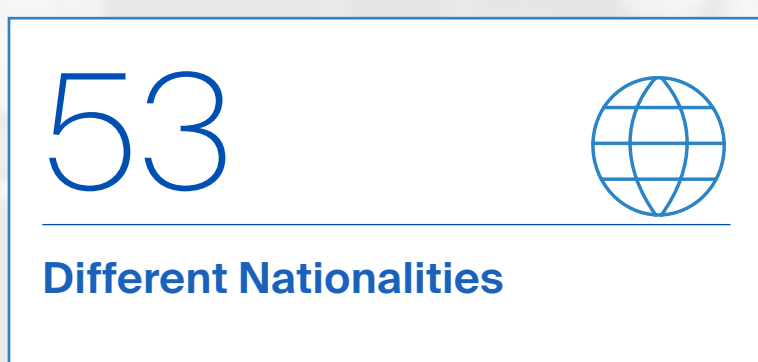
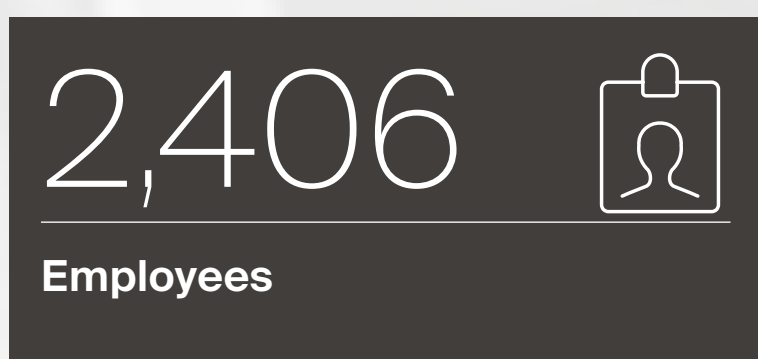


# 1,500

Attendees joined our 15 cultural and inclusion events

⊕ FOR FURTHER DETAIL, PLEASE SEE OUR INCLUSION AND BELONGING IMPACT REPORT 2025

# Our People in Numbers



These numbers are reported as at 31 December 2025 and align to our reporting year.

\*104 leavers were due to fixed-term contract expiration

# Responsible & Innovative Business Practices



Our focus is on upholding ethics and transparency across the business, building responsible, resilient supply chains, and harnessing technology and innovation to deliver sustainable solutions.

Responsible and innovative business practices are integral to how we operate, how we make decisions, and how we deliver value for our clients, people and wider society. As our business continues to grow, and the contexts in which we work evolve, maintaining high standards of integrity, accountability and performance is essential to protecting people, strengthening trust, and supporting long-term resilience across our operations and supply chain.

This theme brings together our approach to ethical conduct, responsible procurement and supply chain management, human rights due diligence, and the responsible use of digital and technical innovation to improve how we plan, design and deliver our work. Our priorities include enhancing labour standards and responsible sourcing, together with advancing innovation. We recognise that progress in both of these areas depends on close collaboration with suppliers, subcontractors, clients and industry partners. By working together, we can align expectations, share data, and scale practical solutions.

This will improve worker welfare, enhance transparency, and accelerate the adoption of innovative and emerging construction practices that support stronger quality, safety and sustainability performance across our projects.

Our management approach at Sisk is built on recognised international standards that provide consistency, rigour and assurance. We are ISO 20400 business-ready verified, embedding sustainable procurement principles into how we source goods and services. Our human rights approach is guided by the UN Guiding Principles on Business and Human Rights and the OECD Due Diligence Guidance for Responsible Business Conduct. Our digital information management is guided by ISO 19650, supporting structured, transparent and collaborative delivery across projects. We also apply ISO 27001 to protect information and strengthen data security across our operations.

Together, these frameworks ensure that responsible and innovative business practices are systematically integrated into how we manage risk, deliver performance, and create long-term value.



Bon Secours Hospital, Limerick



Glass Bottle, Dublin

### Responsible Supply Chain Management

Our supply chain plays a critical role in how we deliver projects safely, responsibly, and to a high standard at Sisk. We are committed to working with partners across Ireland, the UK, and increasingly global markets who share our values of care, integrity, and excellence. Our approach focuses on understanding and managing risk, promoting responsible practices and supporting continuous improvement, with clear expectations around safety, performance and delivery. From rigorous pre-qualification and onboarding through to project delivery, we aim to build open, constructive relationships that support strong outcomes, resilience and long-term performance. By strengthening governance, improving transparency and working closely with our partners, we seek to ensure our supply chain consistently supports responsible practices and contributes positively to our projects, our clients, the communities we operate in, and the wider environment.

### Supply Chain Code of Conduct

Our Supply Chain Code of Conduct provides a clear and consistent baseline for how we expect our supply chain partners to operate when working with us at Sisk. It sets out requirements across ethical behaviour, safe working environments, legal compliance, environmental responsibility, workplace standards, business integrity and applies across all regions and activities. The code supports transparent relationships, clear accountability and a shared understanding of expectations, while encouraging suppliers to raise concerns and engage openly where issues arise.

### Supply Chain Sustainability School

A key learning and engagement resource for us, as well as our supply chain partners across Ireland and the UK, the Supply Chain Sustainability School provides accessible learning pathways that build awareness and capability across priority topics including carbon and net zero, biodiversity, human rights, social value, health and wellbeing, and the circular economy. At Sisk, we are actively involved in supporting and shaping both the UK and Irish Schools through Board and leadership roles. Alongside our clients, supply chain and industry peers, we also help fund the platform, ensuring it remains free to access and is widely available. By promoting awareness of resources like this and encouraging active engagement, we support more consistent expectations and a stronger, more informed supply chain.



The Supply Chain Code of Conduct sets a clear baseline for how we work with our partners, strengthening accountability while supporting a more collaborative approach to meeting shared environmental, social, and governance standards.

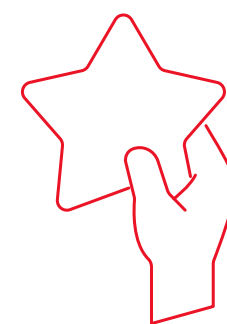
**Barath Srinivasan**  
Supply Chain Manager



[VIEW OUR SUPPLY CHAIN CODE OF CONDUCT ON OUR WEBSITE](#)



# Supply Chain Awards



Sisk celebrated its annual **Supply Chain Awards** in November 2025 at Dublin’s Convention Centre, where we recognised the outstanding achievements of our supply chain partners across Ireland, the UK and Europe. Over 900 industry professionals gathered to acknowledge and celebrate the exceptional contributions of 19 suppliers whose work exemplifies innovation, collaboration and sustainability.

Saint-Gobain was named Large Enterprise Supplier of the Year, while Sitemate received the Small & Medium Enterprise Supplier of the Year. In addition, a wide range of category awards were presented across our key sustainability priority areas, recognising suppliers who are driving improved performance across the sector. These accolades reflect the high standards and dedication of our partners whose efforts are instrumental in delivering complex projects, advance best practice, and contribute to higher standards across the industry.

The Supply Chain Awards are an important opportunity to strengthen relationships, recognise outstanding performance, and encourage shared progress across the built environment. By celebrating success and fostering collaboration, the awards support the transition towards a more responsible, resilient and future-focused industry.

## Congratulations to our 2025 winners

- Health & Safety Award**  
Ardmac

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- Equality, Diversity & Inclusion Award**  
Flannery Plant Hire

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- Digital Transformation Award**  
Roadstone

---

- Social Value Award**  
SES

---

- Sustainability Award**  
Select Plant Hire

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- Modern Methods of Construction Award**  
Midland Steel

---

- Health & Wellbeing Award**  
Errigal Group

---

- Supplier of the Year - Small & Medium Enterprise**  
Sitemate

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- Supplier of the Year - Large Enterprise**  
Saint-Gobain Gypsum (above)

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- Supplier of the Year - Plant & Equipment**  
Trimo Group

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- Supply Chain Partner of the Year - Life Sciences & Technology**  
STS Group (below)

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- Supply Chain Partner of the Year - Data Centres**  
Deane Roofing

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- Supply Chain Partner of the Year - Vision Built**  
Northwest Drylining

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- Supply Chain Partner of the Year - Ireland East**  
Crean Contract Flooring

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- Supply Chain Partner of the Year - Regional Building**  
Tyrone Formwork

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- Supply Chain Partner of the Year - Infrastructure Ireland**  
Rossmore

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- Supply Chain Partner of the Year - Infrastructure UK**  
Sirius

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- Supply Chain Partner of the Year - UK South**  
Halsion

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- Supply Chain Partner of the Year - UK North**  
Project FF&E



Select Plant Hire receiving Sustainability Award



Sitemate receiving award for Supplier of the Year - Small & Medium Enterprise



Saint Gobain receiving award for Supplier of the Year - Large Enterprise.

# Human Rights

Protecting human rights across our operations and supply chain is a core business responsibility and an increasing area of focus for us.

This includes managing a range of risks relevant to our industry, particularly across our supply chain, such as modern slavery, labour exploitation, secure employment, fair pay, working conditions, and the treatment of workers throughout our value chain. Through our DMA, and supported by independent expertise, human rights was highlighted as an area requiring greater focus across the Group, reflecting the real risks and responsibilities that exist within our operations and supply chains.

# 32



Independent labour compliance and right to work checks in the UK since 2021

Over the past year, we have strengthened the foundations of our human rights approach through stronger oversight and closer collaboration with our supply chain. A significant step was the launch of our Supply Chain Code of Conduct, which sets out our expectations of suppliers and subcontractors, including commitments aligned with the UN Guiding Principles on Business and Human Rights and International Labour Organization standards. Independent labour practice audits conducted in the UK have further improved our visibility of labour standards, enabling earlier identification of issues, clearer corrective action, and more constructive engagement with subcontractors. Our ISO 20400 Sustainable Procurement business-ready verification has also helped embed ethical sourcing and human rights considerations more consistently into procurement and supplier management processes.

To provide structured governance and accountability, we have established a dedicated Human Rights Steering Group with Board-level sponsorship. The group oversees human rights risk identification, prioritisation and remediation, with a particular focus on higher-risk suppliers, geographies, and upstream supply chain activities. Together with this governance structure, meaningful progress relies on solid partnerships across our supply chain and the wider industry. Through our partnership with Supplyo, a supply chain platform which helps companies manage suppliers, procurement and compliance more efficiently, we are supporting the development of an Irish industry Sustainability Common Assessment for suppliers, helping to reduce duplication, improve consistency, and raise labour and ethical standards across the sector. By taking a more collaborative approach, we can focus effort where it matters most and drive more meaningful, lasting improvement for workers across our projects and value chain.



# Innovation in Design, Delivery & Construction

The construction industry is evolving rapidly, with growing demands for efficiency, lower-carbon delivery and greater certainty. In response, we are strengthening how we design, deliver and operate through targeted investment in innovation, digital capability and modern construction methods.

Innovation at Sisk is a coordinated effort across the business. Teams including Integrated Sustainable Solutions (ISS), Digital Project Delivery (DPD), Engineering, Design, Information Management and IT work closely with our operational teams to develop and apply practical improvements in delivery. We also engage with industry partners and research bodies, including Construct Innovate, MMC Ireland, CIF Construction 4.0, CitA, Future Cast, Skillnet Ireland, and the Timber in Construction Steering Group. These collaborations support shared learning, accelerate adoption and help ensure innovation can be delivered at scale.

## Embedding Digital Capability in Project Delivery

We are embedding digital technology into day-to-day project delivery to support better decisions, stronger controls and more consistent outcomes on site. Dalux is central to this approach, providing a unified information management platform across our projects. It brings together design information, BIM models, field activity, subcontractor inputs, and 360° site walk progress capture in one system, improving coordination and creating a single source of truth. Its BIM functionality, including the use of augmented reality, supports planning and material management, helping to reduce rework and minimise waste. Integration with life cycle assessment tools improves visibility of embodied and operational carbon, supporting more informed design and procurement decisions.

Digital tools are also strengthening quality management. Inspections, test records, defect tracking and non-conformance reporting are increasingly managed digitally, with real-time site data improving visibility of trends, enabling earlier intervention and supporting continuous improvement.

## Enterprise-Wide Digital Delivery

DPD at Sisk provides the framework for applying digital capability consistently across our projects. Underpinned by a clear policy, DPD defines how digital tools, information management and modelling are planned and delivered across the project lifecycle. Requirements are set early and aligned with project risk, complexity and client needs.

This approach integrates BIM, geospatial data, modern construction methods and digital site technologies in a consistent and proportionate way. Our in-house Geospatial Engineering and Drone Operations Team enhances this capability, providing a higher level of accuracy and project support using the latest technology, with Leica, NavVis and DJI as technology partners, and Drone Deploy as an enterprise partner within our overall technology stack. We also apply 4D planning to digitally rehearse our construction methodology. This includes temporary works, crane plans, logistics, traffic management, lift sequencing and complex installation activities, enabling us to plan and test delivery in detail with all stakeholders.

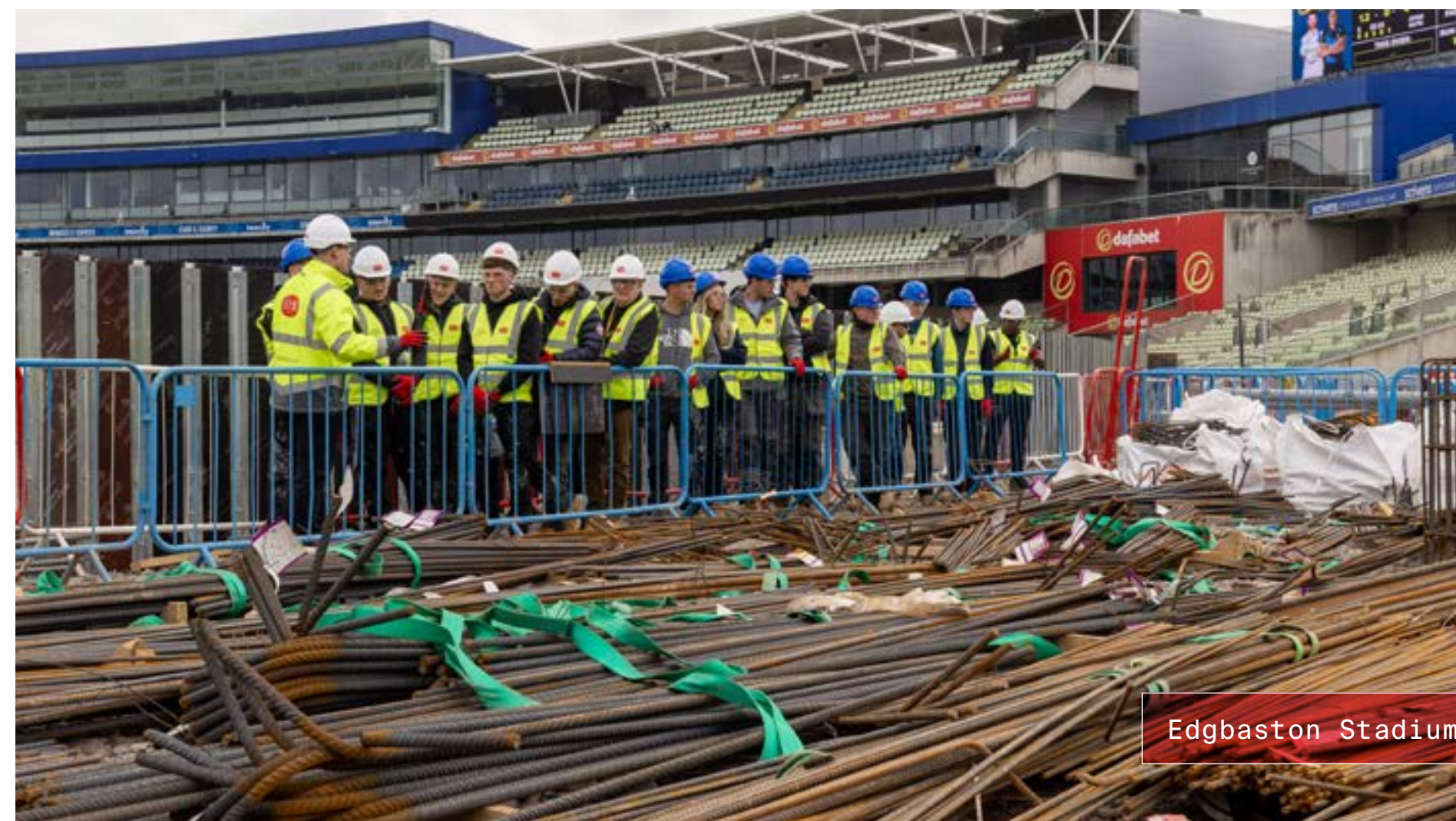
Together, these capabilities support coordinated models for constructability and Design for Manufacture and Assembly (DfMA), alongside location-based data to improve site understanding and control. By embedding these requirements through our management systems, DPD ensures digital capability is applied as a standard part of delivery. This supports repeatable, scalable processes and more consistent outcomes across projects and business units.



# Innovating to Reduce Environmental Impact

## Mass Soil Mixing

At our Center Parcs project, ground conditions meant a conventional cut, fill and piling solution was not suitable. Instead, Sisk adopted mass soil mixing to stabilise the existing peat and lacustrine soils in situ, allowing works to progress while minimising disruption to the programme and reducing environmental risk. This approach delivered significant efficiencies, avoiding approximately 1,700 lorry movements, reducing transport distances by over 157,000 km, and saving more than 127,000 litres of diesel/HVO, alongside preventing the excavation of nearly 5,000m<sup>3</sup> of peat. By improving ground conditions progressively, the approach enabled wider site works to advance in parallel and reduced the need for temporary measures. This was particularly important given the proximity of the project to sensitive watercourses and engagement with statutory environmental stakeholders. While we had previously applied this technique in marine infrastructure works, its use in this type of development marked an important adaptation of the method to a new context. The project has strengthened our internal capability in mass soil mixing design and execution at Sisk, setting a strong precedent for future applications where challenging ground conditions, environmental sensitivity, and programme efficiency call for innovative solutions.



## Automating Scope 3 Emissions Measurements

We have improved the accuracy of our Scope 3 Category 1 (purchased goods and services) reporting through the implementation of an in-house automated emissions calculator built in Power BI. Moving beyond traditional spend-based estimates, this tool uses material quantities to calculate more precise and reliable emissions data, giving us a deeper understanding of the carbon impact of the materials we procure and use on our projects. This innovative, data-led approach enhances traceability and enables more informed decision-making, helping teams to identify the materials and activities driving emissions and focus interventions where they will have the greatest impact. The automation of this process also improves consistency and repeatability, allowing calculation to evolve alongside increasingly robust project data. Our carbon emissions auditor recognised this as a best-practice example, highlighting the maturity of the approach compared to more traditional reporting methods.

## Loop Your Spare

Loop Your Spare (LYS) is a digital platform we have trialled to help redistribute surplus construction materials, so that they can be reused rather than sent to waste. The platform connects projects with excess materials to others that can make use of them, supporting more circular use of resources and reducing unnecessary disposal. During the year, we piloted LYS across selected projects to test how surplus materials could be more easily identified, listed and reused within the business and the wider supply chain. The pilot concentrated on making reuse practical for project teams, simplifying the process of matching available materials with demand, and integrating reuse into day-to-day site operations. We are currently evaluating the outcomes of the trial to assess the value of a structured, digital approach to material reuse. Early results show potential to reduce waste by improving visibility of surplus materials and enabling transfer between projects, supporting more efficient and responsible material use.

# Applying Digital Tools to Improve Performance & Delivery

## Digital Product Passports

We are improving how product and material information is captured and shared through a new digital passport system. Delivered collaboratively by our ISS, DPD, Information Management and IT teams, the system responds to growing client demand for detailed, reliable product information and emerging material passport requirements. By bringing supplier surveys and data requests into a single platform, suppliers provide information once for reuse across projects. This improves traceability, reduces duplication, and enhances our ability to respond to client, sustainability and future regulatory requirements.

## Digital Occupational Health and Safety Permits

We have introduced a digital system for managing occupational health and safety permits, improving how they are raised, reviewed and controlled across projects. Moving from paper-based processes to a single digital platform has reduced administrative effort, improved consistency and enhanced compliance. It has made it easier for project teams and supply chain partners to work together and maintain high safety standards. Developed using the existing Dalux platform, and aligned with our management framework, the system streamlines permit workflows and improves visibility. During the trial phase, more than 2,500 permits were raised across multiple projects, demonstrating strong adoption and clear benefits in efficiency, collaboration and control. The initiative strengthened engagement with the supply chain, with feedback actively captured and incorporated into the final solution. The system provides a scalable and repeatable approach to digitalisation and is now being rolled out across all business units. This is proving how technology can support safer, efficient, and more consistent project delivery.

## Data-Led Customer Engagement

At Sisk, we bring our customer-centric delivery approach to life by providing the best care we can to our customers and stakeholders. This is something we are doing increasingly through the use of digital tools. Over the past year, our Infrastructure business has advanced its approach through the development of a 2030 Customer Strategic Roadmap. Focused on improving insight, responsiveness and consistency across projects, the initiative implements stronger governance and management processes, with the support of new digital tools that consolidate customer feedback and complaints into a single system. This real-time insight gathering enables teams to track issues, identify trends and tailor responses more effectively. It has also led to a better understanding of our customers and the communities we operate in, resulting in more proactive and informed engagement. Building on the success of this work, we are exploring opportunities to expand our approach and tools across the other business units and geographies, leading to more consistent, data-led customer engagement across the Group.

One example of this digitally enabled approach in action is the Leeds Public Transport Programme, where engagement reached over 500,000 people. Our dedicated customer team led all communications, combining data-driven digital tools, including 3D modelling, a project website and social media, with targeted outreach and in-person consultations to deliver broad and more meaningful public participation.



York Central project

# Our Group

Delivering innovative construction and specialist services across a diverse range of sectors and operations. This breadth of capability allows the Group to deliver complex, multidisciplinary projects, combining construction, engineering and specialist expertise.

The following section contains an annual sustainability performance summary of Sensori, Vision Built and Farrans, highlighting key activities and progress over the year. Further information on all of our businesses and operations is available on [sisk.com](http://sisk.com)



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⊕ Sisk.com



⊕ Sisk.com

# SENSORi

A SISK COMPANY



# VISION BUILT

A SISK COMPANY

# FARRANS

A SISK COMPANY

# FUSERAIL

A SISK COMPANY

# SISK RAIL



# Sensori

Sensori delivers integrated mechanical, electrical and construction-based services to mission-critical infrastructure across the European region. In 2025, our financial turnover increased by 65% as the company grew its Data Centre MEP project workstream in Europe.

Sustainability expectations have grown significantly, strengthening our focus on effectively managing key environmental impacts such as business travel, energy-use and waste. This has also created opportunities for our people and supply chain, while enhancing support for the communities in which we operate.

## Sustainability Governance

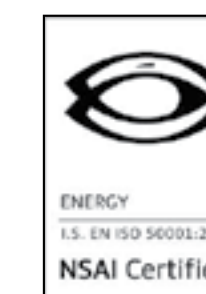
We continue to enhance our governance framework through structured gap analysis and regular policy reviews, supported by clear leadership oversight and alignment with Sisk Group standards.

In 2025, we updated and applied the following key policies across the business:

- Anti-Bribery and Corruption
- Modern Slavery
- Conflicts of Interest
- Speaking Up

Building on the outcomes of the Sisk Group double materiality assessment, we have implemented a more focused and disciplined approach to managing our most significant impacts, risks and opportunities, improving accountability, data quality and consistency in decision-making.

Our preparations for the Corporate Sustainability Reporting Directive (CSRD) are progressing, with a focus on robust governance, clear processes and audit readiness. This includes defined roles and responsibilities, stronger documentation and controls, and alignment with emerging regulatory expectations.



**Environmental Commitment**

In 2025, our ISO 14001 Environmental Management System successfully underwent surveillance audits, while our ISO 50001 Energy Management System was successfully re-certified. Sensori also achieved Achilles Carbon Reduce Certification, demonstrating that our emissions data is measured in accordance with ISO 14064-1. This achievement demonstrates our commitment to measuring and reducing our emissions. In 2026, working with the group, we will be looking to establish science-based targets to further reinforce our commitment to reducing environmental impacts.

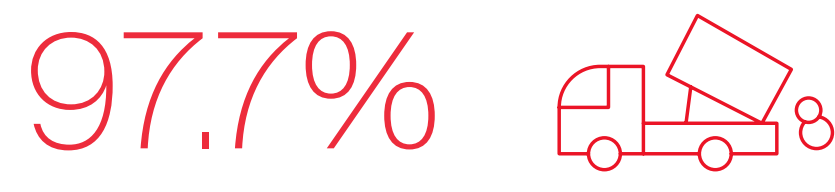
While our absolute emissions have grown in 2025, this growth should be considered in the context of overall company growth, which can be seen in the reduction in carbon intensity.

Absolute energy consumption for the business remained constant in 2025, while energy intensity has reduced.

In 2025, we further increased the number of EVs in our owned/leased fleet. EVs now make up 30% of our owned/leased fleet and accounted for 20% of our total kilometres driven in 2025.

Performance indicators	2025	2024
EV percentage of total fleet	30%	21%
Total number of kilometres driven (owned/leased fleet)	4,034,653	3,862,625
EV percentage of total km driven (owned/leased fleet)	20%	15%
Total Waste (tonnes)	553	482
Waste diverted from landfill	97.7%	99%
Waste intensity (tonnes per €100k)	0.4	0.58

Waste generated by our activities has grown by 15% in absolute terms, while waste intensity per €100k has reduced. Over 97.7% of our waste in 2025 was diverted from landfill.

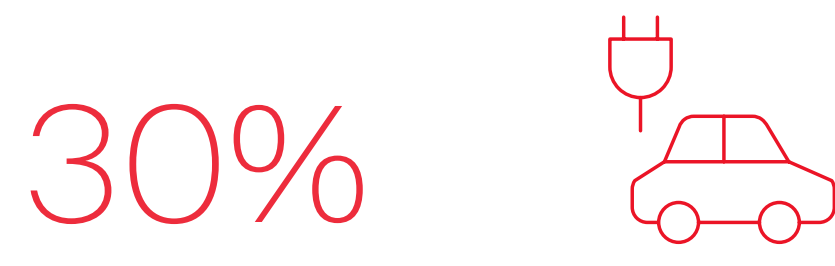


Waste diverted from landfill



Reduction in carbon intensity from 2024

*\*mandatory categories under the Achilles Carbon Reduce Programme*



Owned/leased fleet are now EVs and account for 20% of our total kilometres driven in 2025



**Emissions (Total Scope 1,2, Mandatory Scope 3) (tCO2e)**



**Carbon Intensity (tCO2e/€million turnover)**



**Energy Consumption (Total kWh)**



**Energy Intensity (kWh per €million turnover)**



☐ 2024    ■ 2025

### Community Involvement

Our commitment to the communities in which we operate remains a core part of how we work. In 2025, our teams supported a wide range of initiatives that create a positive and lasting impact, while strengthening connections with local communities.

Working in alignment with the Sisk Group’s Equality, Diversity, Inclusion and Belonging approach, we supported fundraising and awareness initiatives for organisations including Breast Cancer Ireland and Epilepsy Ireland. Our teams also took part in An Taisce’s National Spring Clean, contributing to the preservation of Sandymount Beach and our local environment.

We marked key awareness and fundraising moments, including GOAL Jersey Day and Darkness into Light, demonstrating our continued support for important causes. We supported Movember, the global movement raising awareness and funds for men’s mental health, suicide prevention, prostate cancer and testicular cancer, combining fundraising with active participation, including a 12.5km team hike at Glencullen Adventure Park.

A highlight of the year was the continued support for the Focus Ireland Shine A Light campaign. Sensori Managing Director Mark Cullen joined over 50 Sisk Group colleagues in sleeping out for one night in solidarity with those experiencing homelessness. Together, the team exceeded its target, raising over €203,000 for Focus Ireland.

October marked Mental Health Month, reinforcing the importance of wellbeing every day, both on and off-site. To mark the occasion, our Dublin project team welcomed Fergus Farrell, whose story highlighted the importance of resilience and perspective, while encouraging open conversations across the business.

We were also delighted to announce Hugh’s House as our charity partner for 2026, continuing our focus on supporting initiatives that deliver meaningful and lasting impact in our communities.

### Investing in Future Talent

We remain focused on developing the next generation of skills across our industry. In 2025, we welcomed a diverse cohort of interns across multiple departments, providing hands-on experience, mentorship and exposure to live projects.

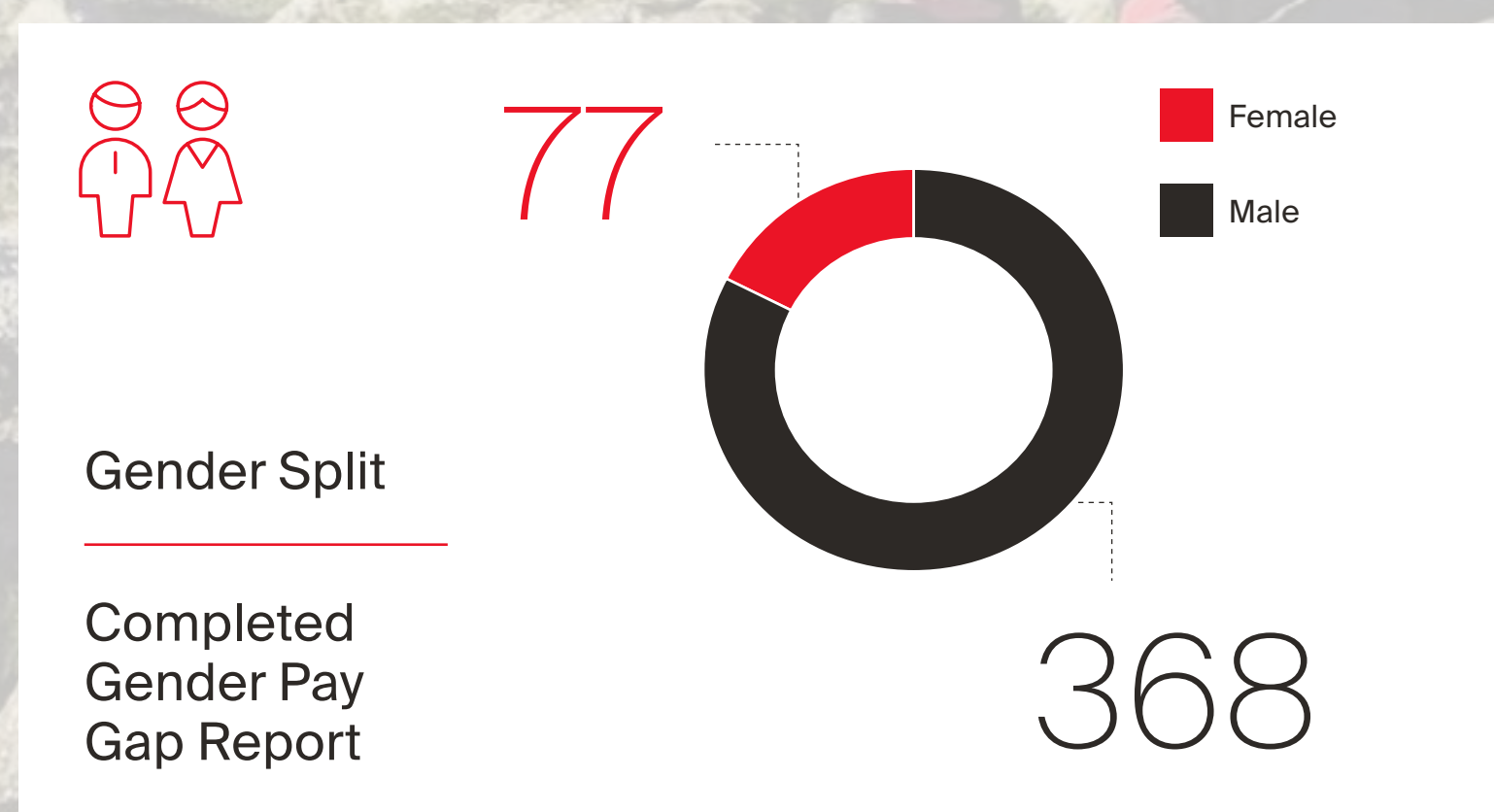
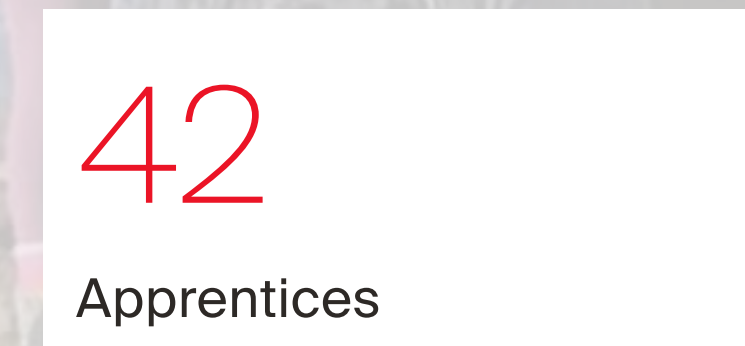
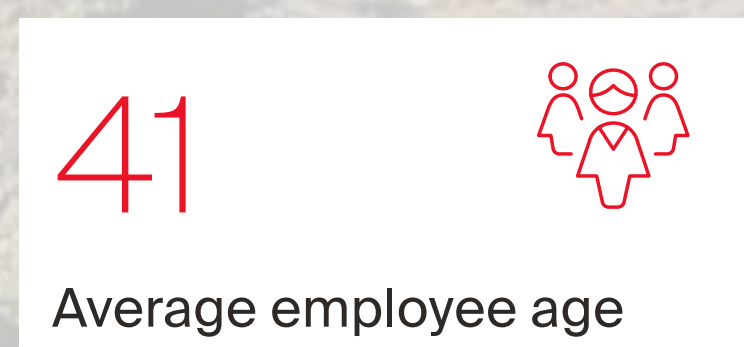
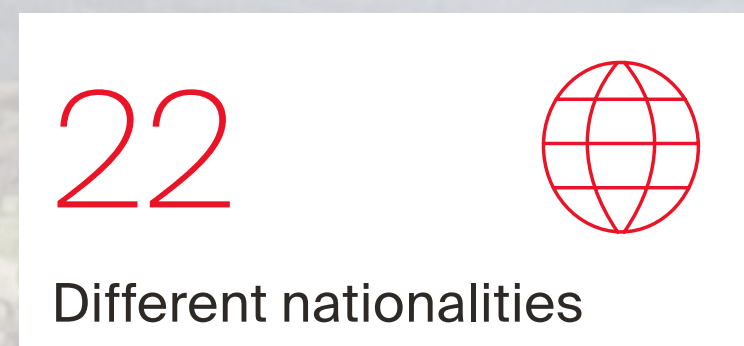
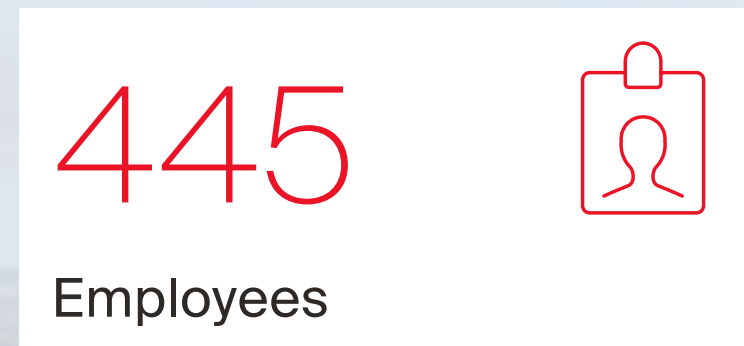
We also strengthened our engagement with WorldSkills Ireland, supporting the development of emerging talent and promoting careers in the built environment. Through this, we are helping to build the pipeline of future skills needed across our sector, while giving young people a clear pathway into meaningful and rewarding careers.



### Cherry Orchard Sisk & Sensori Skills Training Centre

Secured in 2025, the facility is expected to open in mid-2026. This multi-trade training centre supports the development of apprentices across carpentry, electrical, mechanical, BMS, security and other construction disciplines. It provides a dedicated base for practical, on-site training alongside modern classroom facilities for apprentices, graduates and employees, including EHS and CPD training. The centre will also enable off-site manufacturing, with space and equipment to design, produce and supply bespoke carpentry, mechanical and electrical components for live projects.

### 2025 Employee Data



### Health & Safety

The health, safety and wellbeing of our people remains our absolute priority, supported by strong leadership, clear accountability and a proactive safety culture across all our operations. We are focused not only on compliance, but on creating a working environment where everyone takes ownership of safety and looks out for one another.

In 2025, our ISO 45001 Occupational Health and Safety Management System successfully underwent surveillance audits, and we retained our Safe-T-Cert Grade A Certification, reflecting the effectiveness of our systems, controls and continuous improvement processes.

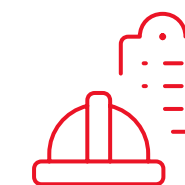
This approach was recognised externally, with our health and safety team achieving a Higher Distinction at the 2025 National Irish Safety Organisation Awards, marking our fifth consecutive year receiving recognition at the annual event. This consistency demonstrates the embedded nature of our safety culture and our ongoing commitment to protecting our people across all sites and operations.

### Industry Engagement

In 2025, Sensori joined the Supply Chain Sustainability School as a Bronze Member. Our teams have used the resources available for continual professional development, amassing over 350 hours learning about sustainable topics.

Sensori Group Supply Chain Sustainability School Activity	
Total time	352 hrs
CPD time	148 hrs
Attended	24
Registered	32
Non-attendance	0
Resources accessed	219
Action plan to complete	1
Status	Bronze

# 21%



Reduction in Health & Safety All Accident Frequency Rate (per 100,000 hours worked)

# 28%



Reduction in Lost Time Rate

### Health & Safety All Accident Frequency Rate (per 100,000 hours worked)



### Health & Safety Lost Time Accident Frequency Rate (per 100,000 hours worked)



☐ 2024    ■ 2025



At Sensori, sustainability is embedded in everything we do—from our strong client partnerships to the passion of our teams. This overview is both a snapshot of our journey so far and a reaffirmation of our commitment to keep pushing forward, for our clients, our industry, our people, and the planet.

**Mark Cullen**  
Managing Director



2025 National Irish Safety Organisation Awards



Members of the Supply Chain Sustainability School

# Vision Built

Vision Built is a leading offsite manufacturer of Category 1 and Category 2 MMC (Modern Methods of Construction) products. Sustainability is at the core of what we do, with a focus on delivering a lasting building legacy for our clients.

Our work is driven by innovative design, efficient offsite manufacturing and a clear focus on delivering high-quality, sustainable construction that is both accessible and affordable. By improving resource efficiency and advancing low-carbon construction methods, we are helping to transform how buildings are designed and delivered. We are proud to be at the forefront of this transformation, modernising the construction industry through innovation, collaboration and continuous improvement. Our leadership has been recognised by Lean Business Ireland, where we were named SME of the Year and Sustainable SME of the Year in 2025, and by the Sligo Chamber of Commerce Net Zero Award in 2025.

Our sustainability approach is guided by our 2030 Sustainability Roadmap, which spans five interconnected themes:

- Tackling Climate Change and Air Pollution
- Caring for the Environment
- Enhancing Communities
- Leading on Responsible Business Practice
- Embracing Innovation and Digital Technology

While this has delivered strong results to date, we will continue to strengthen our approach in line with Sisk’s recently updated 2030 Sustainability Roadmap from 2026 onwards.



We are proud to be able to demonstrate meaningful reductions in our carbon emissions during 2025 with a 54% reduction in Scope 1 and 23% reduction in Scope 2. This has supported us achieving an overall reduction of intensity by over 60% meeting a key milestone of our 2030 Sustainability Roadmap. Any remaining emissions will be offset and we will continue to work on achieving Net Zero by 2030 without offsets, as well as providing low-carbon building options for our clients.

**Brian Kennedy**  
Managing Director



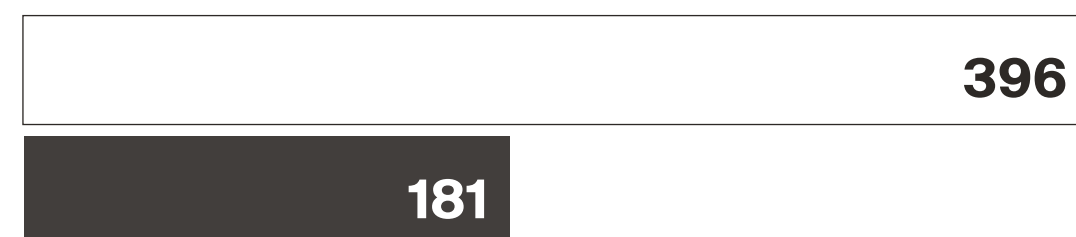
### Tackling Climate Change and Air Pollution

We have set ambitious targets to achieve Net Zero, with offsets by 2025 and without offsets by 2030. In 2024, our carbon data was first independently audited through the Achilles Carbon Reduce programme, strengthening the accuracy and consistency of our reporting and enabling us to establish 2024 as our baseline year for reduction targets. This process was repeated for our 2025 data, ensuring continued robustness and consistency in our reporting.

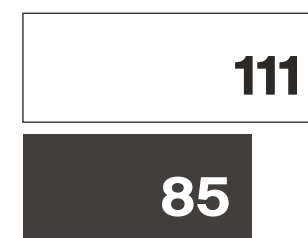
During the year, we achieved significant reductions across our operations, with Scope 1 emissions decreasing by 54% and Scope 2 emissions by 23%. This was largely driven by the transition to HVO in our plant and equipment, reduced electricity consumption, improved data capture and operational changes that included the use of solar and battery options for generators. We have offset our mandatory emissions using certified Core Carbon Principles (CCP) labelled credits.

All our products now have Life Cycle Assessments (LCAs) in place, with embodied carbon data available to inform the optimisation of design and material selection. This is already supporting more sustainable outcomes in practice, as highlighted in the case study on Ireland's first Zero Emissions Building school.

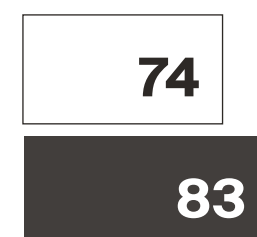
#### Scope 1 (tCO<sub>2</sub>e)



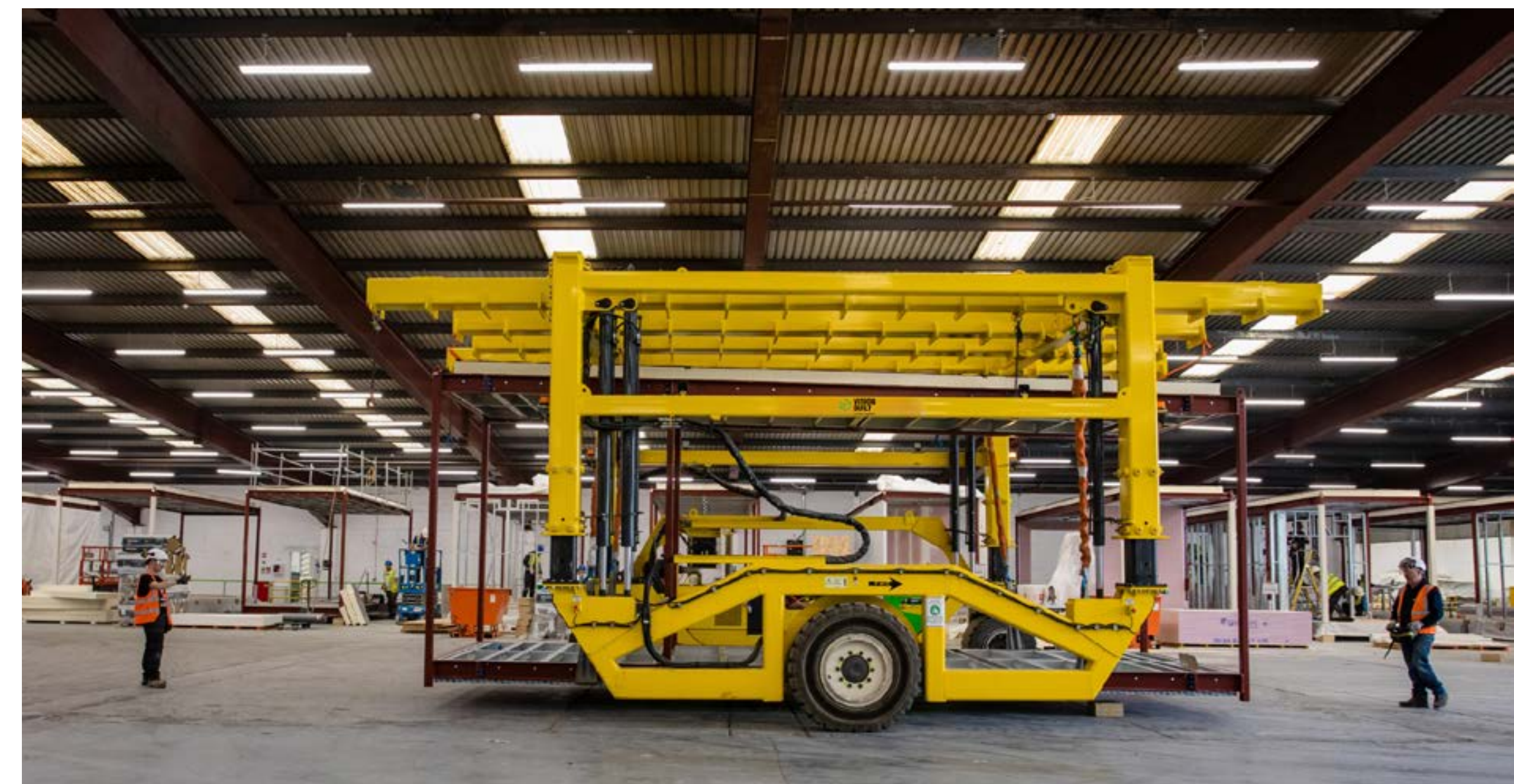
#### Scope 2 (tCO<sub>2</sub>e)



#### Scope 3 (tCO<sub>2</sub>e) (Mandatory)



□ 2024 – total GHG emissions 580 tCO<sub>2</sub>e  
 ■ 2025 – total GHG emissions 349 tCO<sub>2</sub>e



## Ireland's First Zero Emission Building (ZEB) School

In 2025, Vision Built was commissioned by the Department of Education and Youth in Ireland to deliver a two-storey modular ZEB. This was achieved using our Category 1 MMC steel-framed modular building solution.

ZEB schools are a strategic priority for the Department, aligning with national objectives across climate action, education infrastructure and public health. These buildings are designed, constructed and operated to achieve zero net carbon emissions through a combination of energy-efficient design, renewable energy integration and sustainable construction practices.

Through targeted product optioneering, we prioritised low embodied carbon steel ('green steel') for the primary hot-rolled structural elements of the modular frames. This steel was sourced from European suppliers using electric arc furnace production methods, offering significantly lower emissions compared to traditional blast furnace processes.

In addition, the building has been designed as a permanent yet fully relocatable asset, supporting a circular approach to construction. The modular structure can be deconstructed, moved and reconstructed, preserving embodied carbon.



Scope 1 emissions reduction in 2025



Scope 2 emissions reduction in 2025

### Caring for the Environment

Waste minimisation and diversion from landfill remained a key focus in 2025, with diversion rates maintained at over 98%. While overall waste tonnage increased due to business activity, waste intensity reduced by 13%. This represents positive progress but remains below our target to reduce waste intensity by 50%, and additional targeted interventions are being implemented in 2026 to accelerate improvement across our operations. Similarly, water usage increased from 713m<sup>3</sup> to 894m<sup>3</sup> in 2025. However, water intensity reduced by 23%, reflecting improved efficiency in how water is used across the business.

Energy usage intensity reduced by 54% compared to 2024. This was driven by the electrification of plant and machinery within our factory, including the replacement of forklifts and Mobile Elevating Work Platforms (MEWPs), alongside the transition to HVO for remaining plant and equipment.

We also continued to support biodiversity and sustainable land use initiatives. In 2025, we worked with a charity to plant over 750 trees in Africa to support sustainable food production. We also partnered with the Woodland Environmental Fund to plant over 19,000 native trees in County Galway across 2025 and 2026. This initiative supports local landowners in enhancing biodiversity through a structured and supported scheme.



Reduction in energy usage intensity compared to 2024

### Enhancing Communities

In 2025, our workforce remained relatively constant, and we delivered an estimated €21 million in social value, driven by a continued focus on strengthening community engagement through a range of initiatives including:

- **Safety:** Working hours increased by 54%, reaching over 588,000 hours, reflecting continued growth in activity supported by strong safety performance
- **Wellbeing:** We delivered over 1,200 hours of wellbeing engagements and became a Lighthouse Charity sponsor, promoting their services with our employees and supply chain
- **Locally Sourced Talent:** 76% of our team members are from the local area, supporting regional employment and skills development
- **Community Investment:** €15.3 million was spent with local businesses, contributing to the economic resilience of the communities in which we operate
- **Future Talent Initiative:** We welcomed 14 students for summer placements, nine Transition Year students, and nine graduates, supporting early engagement with the construction sector
- **Charitable Contributions:** €11,700 was donated to a range of charitable organisations during the year



Hours of wellbeing engagements

### Leading on Responsible Business Practices

Our people are central to our success and we are passionate about developing meaningful career pathways for all. A key focus in 2025 was working with training providers to establish recognised pathways for MMC roles. In collaboration with a local Education and Training Board (ETB), we launched the first recognised MMC offsite traineeship for our operatives. In its first year, nine production operatives completed the programme, supporting their development and progression within the business. This has been well received across our teams and is informing the development of a broader career pathway model in collaboration with Skillnet, including future MMC apprenticeships.

We published our first Gender Pay Gap report as part of the wider Sisk Group reporting. Women represented over 17% of our workforce. We are committed to increasing female representation in the industry. We are working with Women in Construction Ireland (WICI) and other industry bodies to drive this change.

### Embracing Innovation and Digital Technology

We continued to progress our implementation of ISO 19650 in 2025, enhancing project delivery through improved digital integration and information management. This included the implementation of a new common data environment system (Dalux) that provides full traceability of project information, and the rollout of integrated Power BI reporting.

These developments have streamlined the flow of information across the project lifecycle, from clients through to Vision Built and our supply chain. They have also enabled a reduction in the number of systems in use, supporting a more integrated approach to information management and strengthening health, safety, sustainability and quality controls.



Waste diverted from landfill



Volunteer event partnering with Woodland Environmental Fund

**Targets**

Our 2030 Sustainability Roadmap's full set of targets, performance and current status is outlined in the following table.

It highlights the progress to date, recognising that while strong progress has been made in several areas, some targets remain in development or are progressing more gradually. These insights are informing our focus on continuous improvement as we work towards our 2030 ambitions.



1: Lean Business Ireland - Sustainable SME of the Year 2025  
 2: Sligo Chamber of Commerce - Net Zero Award 2025.

**Progress**    ✓ Achieved    − Slightly off track    > On track    ! Significantly off track

Themes	Sustainability Roadmap Targets	Key Achievements
Tackling Climate Change and Air Pollution	(1) We will reduce our carbon intensity by 25% from our 2023 baseline by 2026*	⊗
	(2) We will reduce our carbon intensity by 50% from our 2023 baseline by 2030*	⊗
	(3) We will achieve carbon neutral status in 2025 by offsetting the emissions from our operations through internationally accredited carbon reduction schemes	✓
	(4) We will achieve carbon neutral status by 2030 (without offsetting)	⊗
	(5) We will ensure that embodied carbon models are available for all products by 2024	✓
Caring for the Environment	(6) All factories and installation sites will have Zero Avoidable Waste by 2028	⊗
	(7) We will plant 10,000 trees in the locations where we operate by partnering with local initiatives e.g. schools, public parks, community initiatives by 2030	⊗
Enhancing Communities	(8) We will achieve ISO45001, the international standard for health and safety at work, by 2024	✓
	(9) We will increase our added Social Return on Investment (SROI) by 5% year-on-year against our 2023 Baseline	✓
Leading on Responsible Business Practices	(10) We will successfully embed the ISO 20400 Sustainable Procurement principles into our way of working by 2024	−
	(11) We will increase our number of apprentices, graduates, women in our teams, and summer placement students by 50% by 2025, using our 2023 figures as a baseline	✓
	(12) We will work with industry bodies and training organisations to develop recognised apprenticeship/trainee standard for offsite manufacture by 2025	✓
Embracing Innovation and Digital Technology	(13) We will develop our Digital Roadmap by 2024, thereby maximising the use of data to drive innovation and efficiencies across our operations and factories	✓
	(14) We will achieve ISO 19650 compliance by 2024	−

\* Intensity Target for Carbon = Tonnes of CO<sub>2</sub>e/m<sup>2</sup> product manufactured + product installed  
 \*\* Intensity Target for Water = Litres of Water /m<sup>2</sup> product manufactured + product installed  
 \*\*\* Intensity Target for Waste = Tonnes of Waste/m<sup>2</sup> product manufactured + product installed



# Farrans

Acquired by Sisk in 2025, Farrans is a leading civil engineering and building contractor that specialises in innovative and sustainable solutions for the water, energy, aviation, transportation, marine, public, industrial and commercial sectors across the UK and Ireland.



At Farrans, our sustainability commitments are embedded in every aspect of our operations and decision-making. We are focused on reducing our environmental footprint and delivering measurable improvements, supporting inclusive economic growth and creating meaningful social value in the communities we serve.

We uphold the highest standards of governance that ensure accountability and long-term resilience. Our corporate strategy reflects Farrans' commitment to long-term environmental stewardship and social responsibility. Through clear targets and transparent reporting, we are driving continuous progress towards a more sustainable future.

**Dominic Lavery**  
Managing Director, Farrans



With a workforce of over 600 people the team is proud to be part of one of Ireland's largest providers of pioneering construction and engineering services.

Environmental, Social, and Governance performance is integral to our mission to shape a sustainable future and support the UN Sustainable Development Goals. Sustainability is central to our collective long-term future. Not just for the future success of Farrans, but also for the communities in which we work, and the environment upon which we all rely on. It influences how we work at every level of our business, including our supply chain. In 2025, we delivered several initiatives which support our ambition to deliver excellence in sustainable engineering.

**Environmental**

We are committed to delivering sustainable development and environmental best practice, striving to embed these principles across our operations. During the year, we made strong progress by reducing our GHG emissions, advancing circular economy practices, while also enhancing biodiversity and strengthening partnerships. These actions were informed by our 2025 materiality assessment, which identified three core focus areas: Climate Action, Circular Economy and Resource Management, and Environmental Protection and Biodiversity.

**Climate Action**

We achieved ISO 14064-1 certification with the Achilles Carbon Reduce Programme, verifying our carbon data in line with the GHG Protocol. Key achievements in 2025 include:

- A 25% reduction in absolute Scope 1 and 2 emissions, and 21% reduction in absolute Scope 3 emissions
- 359 tCO<sub>2</sub>e saved through solar power across sites and offices
- Delivering multiple energy efficiency measures through the Energy Savings Opportunities Scheme, including the implementation of hybrid generators, battery storage, solar lighting towers, EPC A-rated cabins and infrared heating
- Expanded the use of hydrotreated vegetable oil (HVO) across generators, plant and vehicles, including switching 21% of fleet fuel on Uisce Éireann projects and using over 86,000 litres for temporary power generation, contributing to reductions of up to 92% in carbon emissions at sites such as the Keynsham Recycling Hub

**Circular Economy & Resource Management**

We strive to strengthen our waste management practices, progressing towards our target of zero avoidable waste to landfill by applying PAS 2080 principles to design out waste and reduce whole-life carbon. Key initiatives in 2025 include:

- A 98.7% diversion of waste from landfill
- Progressing from supporter to engaged level under the Responsible Plastic Management Programme
- Donation of 200 refurbished laptops to schools and community groups
- Reusing of 53,000m<sup>3</sup> of materials across Gull Wing Bridge and Barsham projects
- 10,178 tCO<sub>2</sub>e saving through PAS 2080-aligned whole-life carbon assessments, delivering a 14% reduction in A1-A3 emissions on measured projects
- Partnering with Community Wood Recycling to divert waste from landfill, reusing 95 tonnes of wood and avoiding 45 tCO<sub>2</sub>e, while creating training opportunities for 13 people

**Environmental Protection & Biodiversity**

We recognise the importance of enhancing environmental performance, focusing on building strong partnerships, aligning with established frameworks, and delivering priority actions that support biodiversity and long-term sustainability, underpinned by our ISO 14001-certified environmental management system. In 2025, notable achievements include:

- Receiving Platinum level certification with the Business in the Community (BITC) Biodiversity Charter
- Receiving Platinum level certification in the BITC Environmental Benchmark
- Working in partnership with Keep Britain Tidy collecting over 60 bags of litter from the roadside
- Planting over 2,000 trees across multiple locations, including Woods Meadow Country Park and Kilcreggan Urban Farm, and distributing more than 1,000 additional trees to employees, schools, and community groups through the Great Tree Giveaway
- Creating 112 hectares of biodiversity-rich planting on our projects
- Progressing the supporter status with the All-Ireland Pollinator Plan, with 45 sites participating in our Earth Day Sunflower Campaign
- Completing a practical Spill Drill on 100% of sites ensuring everyone knows what to do in case of an emergency
- Supporting the Ravine, a nature-based social enterprise by providing £11,000 in contributions, 200+ volunteering hours, material donations, and delivering site improvements such as habitat creation and food-growing infrastructure

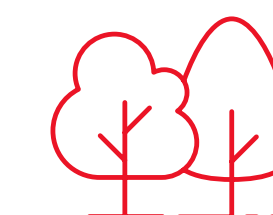


25%



Reduction in absolute Scope 1 and 2 emissions, and 21% reduction in absolute Scope 3 emissions

2,000+



Trees planted across multiple locations



### Social

It is our mission to make a genuine difference. We impact society, and society impacts us. This creates a great opportunity for us to act on key social issues and tackle inequality, extending to our entire community, employees, supply chain, customers and wider society. We focus our efforts across three key impact areas that guide our business activities: Our People, Economic Growth, and Creating Social Value.

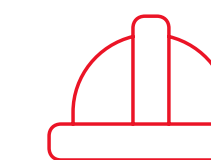
#### Our People

Caring for our workforce is a fundamental component of our success and we aim to create a supportive work environment where individuals feel valued, respected and heard. As employers, we prioritise health and wellbeing through proactive health and safety management, clear progression pathways and initiatives such as mental health support, flexible working arrangements and open communication.

In 2025, we delivered several initiatives to support our employees. This includes:

- Supporting the development of our people through 12,500 training hours and celebrated 17 graduates completing the two-year intensive Farrans Foundation Programme at a ceremony with Dominic Lavery
- Promoting employee wellbeing through access to an on-site gym, alongside safety-critical medicals, annual health checks, and the establishment of a wellbeing fund for employees to support their activities
- Completing the training of 26 employees on the Farrans Emerging Leaders training programme
- Becoming core members of the Construction Mental Health Alliance and sponsor of the Lighthouse Charity
- Receiving two Gold Awards in the 2025 Royal Society for the Prevention of Accidents, reflecting our commitment to keeping our workforce safe

77



Placements and apprenticeships and 180 local employment opportunities for underrepresented groups were created on our Belfast Grand Central Station project



## One Million Hours Worked Without One Reportable Accident

After passing the 1,000-day point in the delivery of the Belfast Grand Central Station project, Farrans Sacyr Joint Venture successfully reached one million hours on the main works package without recording a single health and safety incident.

The new multi-modal Transport Hub replaces the existing Europa and Great Victoria Street bus and rail stations.

Our construction team has placed health and safety as the top priority since starting on site. Over 2,500 people have been inducted on to the project. There have been over 12,500 training hours, more than 600 toolbox talks, 7,000 daily briefings, bi-annual safety stand-downs and an entrance tunnel decorated to focus on site safety and 'getting home safe every day'.

### Economic Growth & Creating Social Value

Supporting economic growth and investment in local communities is a key responsibility for Farrans, creating long-term value for both stakeholders and the wider community. Our teams work hard to create quality jobs, build resilient local supply chains and develop skills across the entire workforce. We are further committed to creating social value and deliver meaningful benefits to the communities in which we operate. Through outreach, volunteering and donations, our team works hard to strengthen the relationship with our stakeholders and build stronger, more sustainable communities.

In 2025, we delivered several initiatives:

- Achieving an overall £87 million return on investment
- Creating 940 local employment opportunities in the regions we work in
- Creating 4,250 apprenticeship weeks and 25 students took part in our work experience week. Achieving a £14.1million social return on investment value on our Bristol Airport project, with 26% in added value for the local community
- Supporting National Apprenticeship Week by engaging with young people across the UK by attending multiple careers events and school sessions, reaching over 167 pupils across Northern Ireland and Scotland and promoting apprenticeship and higher-level pathways from Level 5 to Level 7 in construction, civil engineering, quantity surveying, and wider business roles
- Engaging with 14,500 school students on the next generation of industry talent
- Donation of a total of £72,000 to charities and community initiatives throughout the year
- Providing over 940 volunteer hours across our regions
- Partnering with Women’s Tec to visit St Patrick’s Primary School in Hilltown to build wooden planters with two Primary 7 classes

- Supporting the Engineers Ireland STEPS Young Engineer Award by visiting five schools across five different counties
- Supporting the Building Mental Health Alliance to raise £5,000 for a 600-kilometre charity cycle, supporting Lighthouse Club, Samaritans, and Lifeline
- Delivered an extensive programme of stakeholder engagement and social value as part of the Northumbrian Water Group Pipeline Project, including attendance at 14 careers events engaging over 700 students, support for Ingleton Primary School, and the delivery of multiple STEM workshops and careers sessions across primary schools in County Durham

### Governance

As a construction business, Farrans’ operations affect the environment, employees, supply chain, customers and local communities. It is important that we manage our impacts proactively to ensure positive outcomes and share the effects to a wider area of influence.

We are committed to the highest standards of governance, ensuring ethical behaviour and transparency with stakeholders about decision-making, reporting, business activities and strategy development through:

- Accurate reporting to stakeholders on sustainable performance, business strategy and operations
- Ensuring business leaders are accountable for risk and performance management
- Assuring business ethics, such as prevention of bribery and modern slavery
- Guaranteeing regulatory compliance
- Third-party audits and regular reviews of our governance structures to ensure that they meet best practice requirements

The Farrans Board of Directors is responsible for the leadership, oversight, control, development and long-term success of the company. It is also responsible for instilling the appropriate culture, values and behaviour throughout the organisation.

As a responsible business, we want to ensure that we are acting today to address the needs of tomorrow.

### Awards

Sustainability related awards received throughout 2025 include:

- The Royal Society for the Prevention of Accidents (RoSPA) Gold Award
- Institution of Civil Engineers (ICE) Edmund Hambly Medal for Sustainable, Community-Focused Design
- Regeneration Award - Scottish Civil Engineering Awards
- Social Value and Community Impact award at the British Construction and Infrastructure Awards
- Excellence in Sustainable Construction and Inspiring Future Infrastructure Project in the National Federation of Builders (NFB) Awards

# £5,000



Raised through a 600-kilometre charity cycle for Lighthouse Club, Samaritans, and Lifeline





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Dublin Port, Dublin

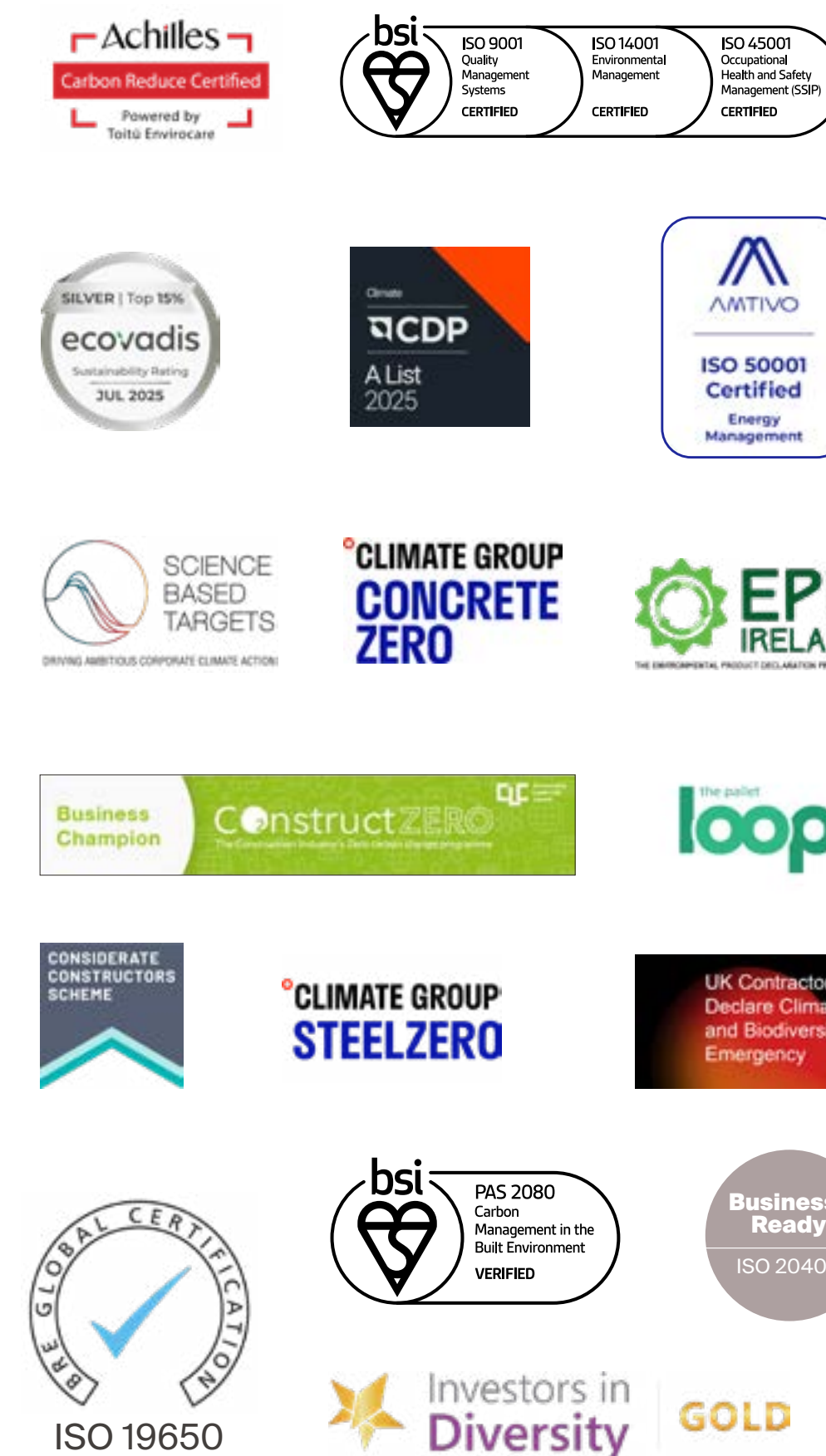
# Memberships & Accreditations

## Corporate Partnerships, Memberships and Affiliations

Creating lasting change in our industry depends on working together to tackle the issues that matter most. By actively engaging with industry groups and professional networks, we share experience, test new ideas, and learn from others facing similar challenges. This approach helps us improve the way we plan and deliver work today, contributing to more responsible and sustainable practices across the sector.

- American Chamber of Commerce, Ireland
- Armed Forces Covenant
- Bee Conservation UK
- British Safety Council
- Build UK
- Business in the Community Ireland
- Buy Social Challenge, SERI
- Chambers Ireland
- Chartered Institution of Highways and Transportation, UK
- Considerate Constructors Scheme
- Construct Innovate Ireland
- Construction Industry Federation
- Construction Professional Skillnet
- Engineers Ireland
- Future Cast
- Get It Right Initiative
- Heritage Contractors
- Infrastructure Industry Innovation
- Institute of Directors in Ireland
- Institute of Sustainability and Environmental Professionals
- Irish Business and Employers Confederation (IBEC)
- Irish Centre for Diversity
- Irish Concrete Society
- Irish Green Building Council
- Irish Management Institute
- MMC Ireland
- National Irish Safety Organisation
- SEAI Large Industry Energy Network
- Skillnet Ireland
- Social Enterprise UK
- Supply Chain Sustainability School, Ireland
- Supply Chain Sustainability School, UK
- The 5% Club
- The Climate Group
- The Construction IT Alliance (CitA)
- The Expert Group on Future Skills Needs
- The Royal Society for the Prevention of Accidents
- The Timber in Construction Steering Group
- The Valuable 500
- Thrive
- UK Green Building Council
- World Skills Ireland

## Certifications and Commitments



# Achilles Carbon Reduce Programme

The Achilles Carbon Reduce Programme is a standardised and robust reporting framework designed to measure, manage, and reduce organisational carbon emissions. The 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 categories include: fuel and energy related activities; waste generated in operations; business travel. Our externally verified inventory also covers additional Scope 3 categories, as presented within our total emissions on page 18, providing a more comprehensive view of emissions across our operations and value chain.

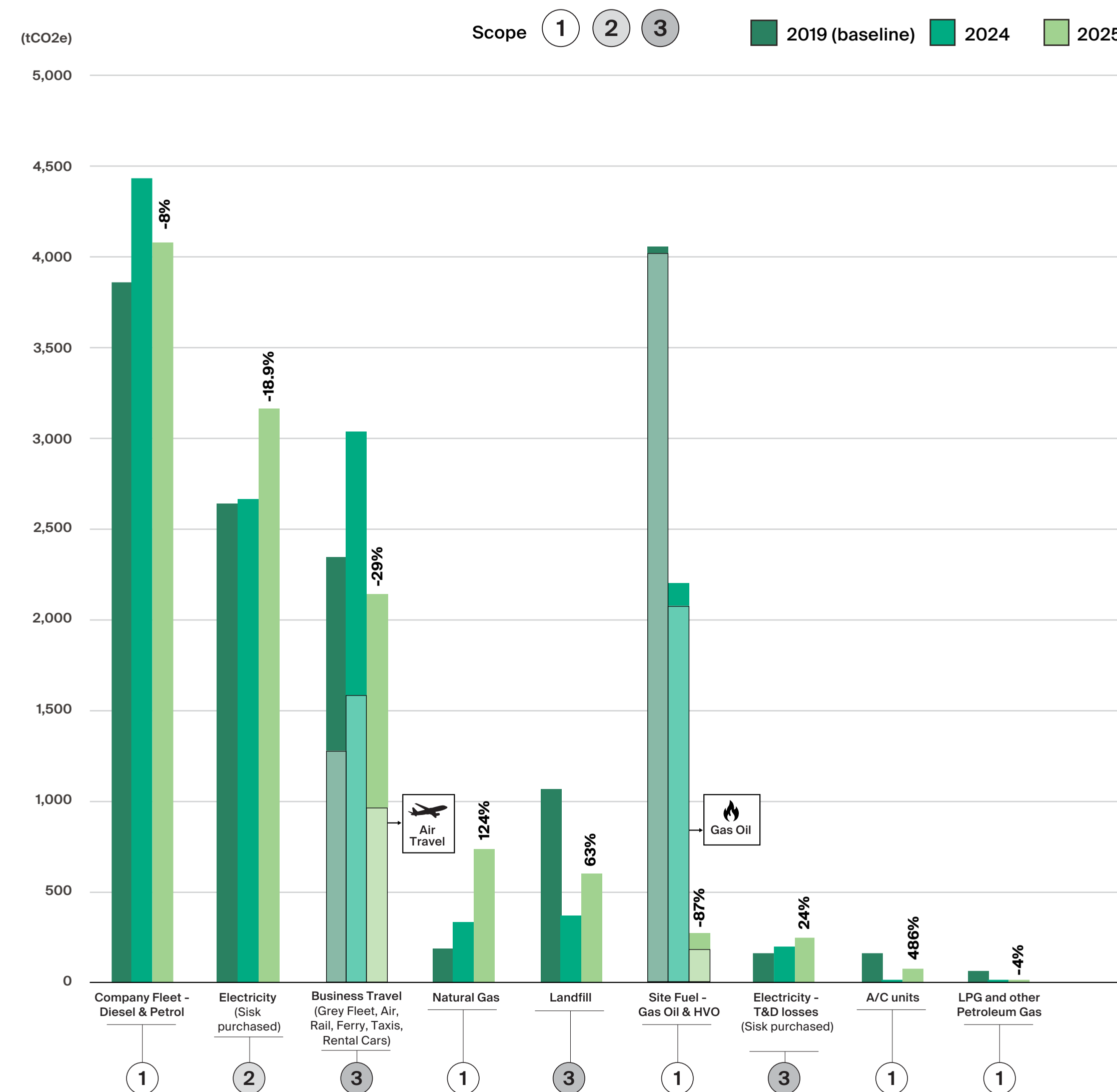
The mandatory emissions graph represents the categories which collectively account for our mandatory emissions, highlighting where our Group’s operational footprint is most significant and where targeted carbon management efforts will have the greatest impact. Company fleet fuel use, purchased electricity and site fuel consumption remain our largest contributors and represent the areas where targeted energy management efforts will have the greatest impact.

Emission Source and Scope	2019	2024	2025
Direct emissions (Scope 1)	8,347	6,960	5,173
Indirect emissions from imported energy (Scope 2)	2,637	2,663	3,166
Indirect emissions from fuel and energy-related activities (Scope 3 Category 3)	158	197	243
Indirect emissions from waste generated in operations (Scope 3 Category 5)	1,060	368	600
Indirect emissions from business travel (Scope 3 Category 6)	2,341	3,036	2,146
<b>Total mandatory emissions tCO<sub>2</sub>e</b>	<b>14,544</b>	<b>13,224</b>	<b>11,328</b>
<b>Carbon Intensity tCO<sub>2</sub>e/€million turnover (Achilles mandatory boundary emissions)</b>	<b>10.63</b>	<b>5.13</b>	<b>4.86</b>

The following Scope 3 categories have been assessed and determined as not applicable to our operations due to Sisk providing project management and construction services and not owning or selling end products: 2. Capital goods, 8. Upstream leased assets, 9. Downstream transportation and distribution, 10. Processing of sold products, 11. Use of sold products, 12. End-of-life treatment of sold products, 13. Downstream leased assets, 14. Franchises, 15. Investments

## Mandatory Emissions (tCO<sub>2</sub>e)

Comparison by source



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**This information has not yet been externally assured. This report is not presented as ESRS-compliant and should not be interpreted as such.**

# Sustainable Development Goals Index

We align our actions with the UN Sustainable Development Goals by linking key actions to relevant SDG targets. This ensures our work delivers meaningful impact across priority areas such as equality, energy efficiency, and innovation. The following highlights selected targets and examples of how our actions support their achievement.



**Target 5.1**  
End all forms of discrimination against all women and girls

- Published our first 'Inclusion & Belonging Impact Report'
- Established Gender Inclusive Strategy Working Group
- Gender Pay Gap Report
- Celebrated annual of International Women's Day programmes



**Target 8.8**  
Protect labour rights and ensure safe, secure working conditions for all, especially migrant and vulnerable workers

- Launched Supply Chain Code of Conduct
- Independent labour audits
- Safe Safer Sisk leadership programme
- Occupational Health and Wellbeing Team programmes (page 29-30)



**Target 10.3**  
Ensure equal opportunities by eliminating discrimination and promoting laws and policies that reduce inequality

- Equality, Diversity, Inclusion and Belonging Policy
- Learning and Development Policy
- Modern Slavery and Human Trafficking Policy
- Bullying and Harassment Policy
- Speak Up Policy



**Target 12.5**  
Significantly reduce waste generation by 2030 through prevention, recycling, and reuse

- Zero Plastic to Landfill Certifications
- W6 waste management programme targeting six key waste streams
- Environmental Protection Agency's (EPA) Article 27 material reuse



**Target 7.3**  
Double the global pace of energy efficiency improvements by 2030

- Accelerating away from fossil fuels (solar, battery-powered equipment, HVO, EV and hybrid vehicles)
- Continued to maintain our ISO 50001 certification
- 24% reduction in absolute Scope 1 and Scope 2 GHG emissions



**Target 9.5**  
Strengthen research and technological capabilities, by increasing innovation, investment, and the number of R&D workers by 2030

- Engaged with pilot schemes and research with academic institutions.
- Invested in internal capability by establishing dedicated teams to drive digital product delivery, sustainable design and innovation across the business



**Target 11.6**  
Reduce cities' environmental impact per person by improving air quality and waste management by 2030

- Piloted Clean Air Technology to site hoarding
- Established procedures to manage dust and emissions on sites



**Target 13.3**  
Strengthen education, and capacity to address climate change through mitigation and adaptation

- Founding members of the Ireland Supply Chain Sustainability School
- Low-carbon concrete demonstrator
- Climate targets linked to senior leadership responsibilities and remuneration



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