



Inclusion & Belonging Impact Report 2025



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Leading with Purpose

Inclusion & Belonging Impact Report 2025

Leading with Purpose: A Message from our CEO

Sisk is a family-owned international construction and engineering company with a 166-year history. Our success is underpinned by our commitment to our core values of Care, Integrity and Excellence and by evolving with the world around us.

Today, that evolution means we're not just delivering iconic projects; we're building a more inclusive business – one where different perspectives are welcomed, people feel safe to speak up, and everyone has a fair chance to grow and succeed.

The construction sector has long faced diversity challenges. At Sisk, we're challenging that norm by embedding Equality, Diversity, Inclusion and Belonging **(EDIB)** into our culture, operations, and strategy. Our commitment goes beyond compliance. We aim to disrupt outdated systems, engage underrepresented talent, and partner across the industry to drive systemic change.

Over the last few years, we have laid strong foundations. We launched our Inclusion & Belonging Compass, a practical framework that translates intention into action across our business. We strengthened governance, increased leadership visibility, and turned employee voice into tangible change through our Employee Resource Groups (ERGs).

And we earned external validation of that progress by achieving Investors in Diversity Gold Status with the Irish Centre for Diversity, and Investors in People Platinum. These are important markers, and they reflect the commitment I see across Sisk.

We are making this progress in a period of increasing global complexity and uncertainty, where external pressures are causing many organisations to reconsider their approach to inclusion and belonging. At Sisk, we have taken a clear and considered position. Our commitment to EDIB is steadfast; not shaped by short term trends or external challenges, but grounded in our values and our belief that this is fundamental to building a strong, resilient and sustainable business.

Our first Inclusion & Belonging Impact Report captures the progress we made in 2025, the impact of our actions, and the steps we're taking to ensure that belonging is at the heart of everything we do – today and for generations to come.

Paul Brown
CEO





Leading with Purpose: Our Ambition and Commitments

In a world that continues to shift and challenge us in unexpected ways, Sisk's commitment to EDIB is stronger than ever. Guided by our core values of Care, Integrity, and Excellence, our Ambition is to:

*Operationalise **EDIB** by building inclusion and belonging into how we work everyday – shaping our culture, strengthening our external impact, and building accountability and transparency into every decision.*

But an ambition only matters when it's backed by action. That's why we've set out three clear commitments to turn intention into reality.

Our Commitments:



Inclusive Culture: Foster an inclusive culture where everyone feels safe, valued, and empowered, by demonstrating inclusive behaviours and recognising that creating this culture is everyone's responsibility.



External Impact: Use our influence to drive meaningful change across our industry and communities through inclusive partnerships, visible leadership, and socially responsible action.



Accountability: Embed EDIB across our business through transparent, data-driven decision-making, and continuous improvement, ensuring measurable impact and sustained progress.

Our journey towards inclusion is ongoing and shaped by the voices and experiences of our people. Every commitment we make is backed by action; whether it's listening to feedback in focus groups, launching new policies that support wellbeing and fairness, or celebrating milestones that show real progress. We know that lasting change comes from collective effort and a willingness to challenge ourselves, learn, and grow together.

By embedding EDIB into every part of our business, we're not just meeting targets, we're building a culture where everyone can succeed, contribute, and feel they truly belong.



Amy Martin
Equality, Diversity and
Inclusion Partner



Rob Oxley
Director of Culture, Inclusion
and Talent Development

Turning Strategy into Action: Measuring our Impact

Our commitment to EDIB is more than words; it's measurable progress. Below is a snapshot of the work we've done in 2025, and the impact we've had.

8/10

Year-on-year improvements in employee sense of belonging – in 2025 employees ranked our EDIB efforts 8 out of 10

17

17 passionate members of our EDIB Steering Group

4

4 Active Employee Resource groups promoting gender equality, cultural diversity, LGBTQ+ inclusion, and neurodiversity awareness, with over 90 members

16

16 "It's Only Banter" inclusive language and behaviour workshops delivered to over 300 employees across several Sisk companies, including Vision Built and Sensori

50+

Over 50 nationalities represented across our business

100+

More than 100 senior leaders trained in inclusive leadership behaviours and practices

1500+

15 cultural and inclusion events, attracting 1,500+ attendees.

33%

33% decrease in female attrition rates across our business in the last 12 months

3

Winner of 3 EDIB Awards, and shortlisted for another 4 in 2026

130+

130+ attendees from 37 companies joined our International Allyship Day webinar on the Four Cs of Active Allyship

8

8 focus groups held with circa 70 attendees to help shape the future for women at Sisk

8

8 Inclusion & Belonging Spotlight sessions delivered through our leadership development programme, Elevate

“ I can see a significant and ongoing effort from the organisation to support equality, diversity, inclusion, and belonging. The company has implemented several initiatives and programs that actively promote a diverse and inclusive culture, ensuring that all employees feel valued and respected.”

Employee Engagement Survey Respondent



Measuring Impact, Driving Change: Our Pillars for Success

Inclusion & Belonging Impact Report 2025

Measuring Impact, Driving Change: Our Pillars for Success

Our EDIB efforts are underpinned by six interconnected Pillars for Success that guide our actions and decisions. These pillars define our core areas of focus and provide a shared structure and direction, ensuring EDIB is embedded in everything we do.



Inclusive
Leadership



Governance &
Accountability



Learning &
Education



Communication
& Engagement



Recruitment,
Retention, &
Development



External Impact

Inclusive Leadership

Inclusive Leadership means leading in a way that makes everyone feel respected, valued, and able to contribute. It's about listening to different perspectives, making fair decisions, and creating teams where people feel they belong.

We're embedding Inclusive Leadership into how we lead by ensuring:

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



100

senior leaders trained in inclusive leadership behaviours and practices in 2025

CASE STUDY

Inclusive Leadership: Shaping Culture Through Behaviour

Between March and June 2025, more than 100 of our senior leaders took part in inclusive leadership training designed to move beyond theory and into practice. Leaders reflected on their own leadership styles, explored how they create psychological safety within their teams, and examined what active allyship looks like in action.

The programme encouraged leaders to learn from one another, challenge assumptions and the status quo, and share practical strategies for fostering inclusion across the business. Through interactive sessions and peer discussions, leaders gained insights into the eight core competencies of inclusive leadership and discovered practical tools to embed these behaviours in everyday decision-making, communication, and team management.

Looking ahead to 2026, we're building on this foundation by developing a suite of leadership behaviours that will be woven into everything we do. Inclusive leadership will sit at the heart of these behaviours.

Governance & Accountability

Governance & Accountability is about having the right systems, structures, and checks in place to make sure we do what we say we will. It's about transparency, measuring progress, and holding ourselves responsible for real change.

We're strengthening our Governance and Accountability through:

- Policies and systems that are designed to support inclusion and belonging.
- Robust tracking and monitoring through data, reporting, benchmarking, and independent recognition.
- Employee Resource Groups, which act as a voice for the wider employee population and effect change at grassroots level.
- Ensuring everyone is collectively responsible and accountable for making measurable progress.

Our EDIB Governance Structure

While creating an inclusive workplace is a collective responsibility, we recognise the need for clear oversight and accountability. To support us in achieving our Ambition and delivering on our Commitments, we have a robust governance structure in place to guide, monitor, and drive the development and implementation of our EDIB efforts:

- **Executive Sponsors:** C-Suite level executives that guide and advise the 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 the EDIB.
- **The EDI Partner:** Sets the strategic direction for EDIB, manages day-to-day delivery, ensures transparent reporting, and oversees implementation.
- **Employee Resource Groups:** Represent the wider employee voice, sharing lived experiences, supporting peer engagement, and driving grassroots inclusion initiatives.

17

We have 17 passionate members of our EDIB Steering Group

4

We have 4 Active Employee Resource groups promoting gender equality, cultural diversity, LGBTQ+ inclusion, and neurodiversity awareness;

90

With over 90 members across our business.

Employer of the Year

In 2025, Sisk was recognised as Employer of the Year at the Considerate Constructor Scheme Gala. This award recognises the huge investment and commitment we have made in our people in the areas of Inclusion and Belonging, Talent Development, Learning & Development, and Early Careers.

It also celebrates the efforts we are making to bridge the skills gap by diversifying our talent pool and enhance communities through social value initiatives.



Learning & Education

Learning & Education focuses on giving everyone the knowledge and tools they need to understand, practice and champion inclusion. It's about making EDIB part of everyday conversations and equipping people with the skills to build respectful, fair and supportive workplace.

We're making sure that:

- Inclusion is built into training, toolbox talks, and learning pathways across the business.
- Employees are equipped with the tools and confidence to challenge bias, inappropriate behaviours, and create respectful, fair workplaces.
- Everyone has equal access to learning and development opportunities.

In 2025, we delivered 16 "It's Only Banter" workshops, reaching over 300 employees in Ireland, the UK and Europe. Over 2,500 employees have participated in these workshops since its inception in 2023.

To celebrate International Allyship Day, we hosted a public webinar exploring the Four C's of Active Allyship – Curiosity, Courage, Commitment and Consistency. The webinar attracted over 130 attendees from 37 companies

CASE STUDY

Active Allyship in Everyday Interactions

Across the construction sector, inappropriate comments or behaviours often dismissed as "banter" or "just a joke" can perpetuate exclusion and undermine psychological safety. While these behaviours may appear harmless, they reinforce stereotypes and create environments where discriminatory behaviour goes unchallenged. At Sisk, we recognise this as an industry-wide issue and take proactive steps to address it through education, leadership engagement, and practical tools that empower employees to challenge inappropriate behaviour constructively.

Allyship is woven into our culture and championed through award-winning initiatives and practical frameworks that empower every employee to support colleagues, particularly those from marginalised or underrepresented communities.

"It's Only Banter" is our award-winning inclusive language and behaviour workshop. Facilitated by senior leaders, sessions explore real-world scenarios, unconscious bias, privilege and micro-messaging, encouraging open dialogue in a safe space. During the

workshops, employees engage in activities highlighting different perspectives, the impact of words and actions, and the importance of allyship.

By embedding these principles into daily interactions, "It's Only Banter" drives cultural change, ensuring all employees feel valued and authentic at work.

In 2025, we further strengthened our commitment to allyship by hosting an Active Allyship webinar, which attracted 130 attendees from 37 organisations across Ireland and the UK, including peers, competitors, supply chain partners, and other industries. We invited expert guest speakers to discuss the importance of allyship and how to be an active ally in a practical and meaningful way. We also developed our Active Allyship Toolkit, which is available for download.

Link to our Active Allyship Toolkit, which is publicly available here: [Active-Allyship-Toolkit.pdf](#)

Chambers Ireland Sustainable Business Impact Awards 2025

Sisk was honoured with 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.



Communication & Engagement

Communication & Engagement is about creating meaningful opportunities for colleagues to connect, share, and learn from one another. It focuses on hosting events and activities that celebrate our diversity, encourage open dialogue, and help employees discover more about each other's backgrounds and cultures. We prioritise clear, accessible, and inclusive language in all our communications, ensuring that every voice is heard and respected.

To promote inclusive communication and strengthen engagement, we're committed to:

- Hosting events and forums that enable colleagues to share their stories and learn about different cultures and experiences.
- Ensuring all communications reflect inclusive language, imagery, and tone.
- Listening to employee voices through surveys, feedback sessions, and open dialogue, and acting on what we hear.
- Building a sense of belonging and engagement through consistent, inclusive messaging and opportunities for connection.



CASE STUDY

Embedding EDIB from Day One: Company-Wide Awareness in Action

In February 2025, we hosted a company-wide EDIB awareness session to give all employees a clear view of our progress, priorities, and long-term goals. This session created space for open dialogue and shared understanding, reinforcing that EDIB is a collective responsibility. To keep the momentum going, the session now runs quarterly as part of our onboarding programme for new joiners, ensuring that EDIB is embedded from day one.

"Our EDIB induction sessions make a real difference for new starters at Sisk. They show that EDIB isn't just a policy, it's part of who we are and how we work every day. By introducing EDIB right at the start of someone's journey with us, we put it front and centre and encourage more people to get involved in the fantastic initiatives our EDIB team is driving across the business. Most importantly, these sessions help everyone feel welcome and included, letting those who identify within the EDIB spectrum know that there's a place for them here at Sisk."

Sian Kiernan, Onboarding Co-ordinator

8/10

We're achieving year-on-year improvements in employees' sense of belonging – in 2025, employees ranked our EDIB efforts 8 out of 10

4

4 Quarterly Inclusion and Belonging Inductions held in 2025 for new joiners

Communication & Engagement

CASE STUDY

Celebrating Diversity Through Year-Round Events

Throughout the year, we aim to create meaningful opportunities for colleagues to connect, learn, and celebrate together. We host a variety of events and activities that bring our values to life and foster a deeper sense of belonging. From cultural celebrations like Diwali and Ramadan, to marking Pride Month and recognising International Women's and Men's Days, our events provide space for colleagues to share their stories, explore different backgrounds, and engage in open, respectful dialogue. These moments of connection help break down barriers, strengthen relationships, and reinforce our commitment to an inclusive workplace. By weaving these opportunities into the fabric of our working year, we ensure that learning about each other and celebrating diversity is not just an occasional activity, but a core part of how we communicate and engage every day.

"For most Indians, Diwali is far more than a festival of lights, it is a celebration of renewal, joy, and community. Bringing Diwali into the workplace at Sisk is a powerful way to honour this tradition and embrace our Indian colleagues. It allows us to share in the stories, values, and heritage that matter deeply to them, while creating a culture of belonging where everyone feels respected. "

Shrilakshmi Bhoganatham, Tax Manager



1,500

In 2025, we facilitated more than 15 cultural and inclusion events, attracting over 1,500 attendees.

Recruitment, Retention & Development

Recruitment, Retention & Development focuses on making sure that opportunities to join, stay and grow with our business are fair and inclusive. It's about attracting diverse talent, supporting career development, and ensuring everyone has equal opportunities to succeed.

We aim to ensure:

- Recruitment processes are fair, inclusive, and accessible, attracting diverse talent to our business.
- Everyone has equal access to development and progression opportunities, supported by proactive succession planning and clear career pathways.
- Representation is tracked and improved at all levels, using data-driven insights.

CASE STUDY

From Conversation to Change: Focus Groups Informing Progress

Over the summer we hosted eight focus groups across Ireland, the UK, and Europe, engaging employees of all ages, genders and across a variety of roles. These sessions created space for honest, open conversations about the barriers and opportunities women face in construction, both at Sisk and across the wider industry. Participants shared valuable perspectives on how we can better recruit, retain, develop, and progress women in our workforce. The insights gathered are already shaping future actions and informing our five-year Gender Inclusive Strategy, helping us build a more inclusive and equitable environment where everyone can succeed.

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

Nyree Blackhall, Project Control Analyst



8
focus groups with circa. 70
employees.

15%
Men

46%
office based, 54% based on site.

85%
Women

Launching Our Inclusive Recruitment Strategy 2026-2029

In 2026, we're launching a three-year inclusive recruitment strategy to embed inclusion throughout the hiring lifecycle. Key focus areas include diverse hiring panels, inclusive recruitment campaigns, targeted hiring manager training, and an updated recruitment and selection policy.

By taking a structured, long-term approach, we aim to attract and support talent from a wide range of backgrounds, ensuring our workforce reflects the communities we serve and the values we stand for.



External Impact

External Impact means using our influence to make a positive impact beyond our own business. It's about working with communities, industry and supply chain to build a fairer more inclusive sector and society.

To increase our External Impact, and promote EDIB outside the walls of Sisk, we:

- Partner with organisations that promote EDIB in our community and industry.
- Engage our supply chain and support them on their EDIB journey through education, guidance, and practical resources.
- Use our voice and leadership to set higher standards across the sector.

+60

Over 60 colleagues, including three Board members, attended the CIF International Women's Day event to celebrate, acknowledge and champion women working in construction.

CASE STUDY

Championing Women in Construction: International Women's Day 2025

In March 2025, Sisk proudly sponsored the Construction Industry Federation's International Women's Day event, which brought together 650 people from across the sector to celebrate, acknowledge, and champion women working in construction. The event provided a powerful platform for sharing experiences, building networks, and highlighting the achievements of women in the industry. Val Fox, one of our senior female leaders, took to the stage to share her career journey and insights on infrastructure and ground-breaking innovations shaping the future - inspiring attendees with her perspective and practical advice. Over 60 Sisk colleagues attended the event, reflecting our ongoing commitment to gender inclusion and allyship. The day concluded with a company lunch, giving colleagues the opportunity to connect, reflect, and continue the conversation about building a more inclusive industry.

"International Women's Day is a highlight in the industry calendar because it turns intention into action. I'm proud that Sisk sponsors the CIF event and that it grows every year; it signals the sector's momentum. For me, it's important that men attend and get involved to demonstrate our support and allyship for the women in our industry. Progress toward a diverse, gender-balanced industry drives better decisions, safer sites, and stronger results for all."

Donal McCarthy, Chief Operating Officer, Data, Life Science & Tech



Recognising Excellence Across Our Supply Chain

Each year, we host our annual Supply Chain Awards, welcoming over 900 supply chain partners to come together and celebrate excellence across our industry. The event provides an opportunity to recognise the collective contribution of our supply chain in driving positive change and strengthening the standards we expect across our projects.

In November, in advance of the awards evening, we hosted our Supply Chain Engage event, where we announced our submission based awards, recognising exemplary members of our supply chain who are creating real, measurable change. These awards highlight leadership and innovation across a range of areas, including health and safety, sustainability, health and wellbeing, and EDIB.

The 2025 EDIB Award was awarded to Flannery Plant Hire, recognising their sustained leadership in opening opportunities for underrepresented communities, delivering innovative training at scale, and building a workforce that better reflects the communities they serve.



External Impact



CASE STUDY

Opening Doors: Partnership with Trinity Centre for People with Intellectual Disabilities

In 2024, Sisk entered a three-year partnership with Trinity Centre for People with Intellectual Disabilities (TCPID). The partnership aims to create inclusive, hands-on experiences that build confidence, spark curiosity, and showcase career possibilities in construction.

In 2025, 11 TCPID students visited our new Head Office in Citywest and a live local project. The day included a tour of the live project site, a virtual reality session with a graduate BIM engineer, and a hands-on workshop with apprentices from our Training and Joinery Centre. Each student and volunteer received a personalised wooden puzzle with their name engraved; a meaningful keepsake that celebrated their participation and individuality.

"Our continued engagement with the Trinity Centre for People with Intellectual Disabilities opens up a world of possibility. By collaborating across multiple functions within Sisk, we are creating inclusive opportunities that deliver real social value and lasting impact."

Anthony Burrowes, Social Value Manager, Ireland and Europe

Demonstrating Commitment: Our External EDIB Pledges and Partnerships

Sisk's external commitments and partnerships demonstrate our active role in driving positive change across the industry and wider society. By joining leading pledges, charters, and networks, we use our influence to promote equality, diversity, and inclusion beyond our own business.



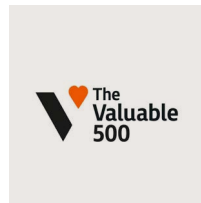
Business in the Community Ireland Elevate Inclusive Employer Pledge



The Chartered Institute of Building Diversity & Inclusion Charter



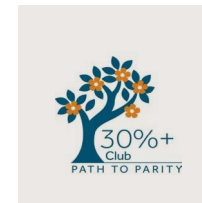
The Construction Industry Federation's Diversity & Inclusion Charter



The Valuable 500



Buy Social Corporate Challenge



The 30% Club Ireland Chapter



Women in Construction Ireland



5% Club



Looking Ahead: Our Commitment to Lasting Change

Inclusion & Belonging Impact Report 2025

Looking Ahead: Our Commitment to Lasting Change

As we reflect on the progress made in 2025, it's clear that our journey towards inclusion and belonging is ongoing.

The stories, achievements, and impact captured in this report are the result of collective effort, driven by our people, partners, and communities. We are proud of what we have accomplished, but we know there is more to do.

In the year ahead, we will continue to challenge ourselves, listen to diverse voices, and embed EDIB into every aspect of our business. Our focus remains on building a culture where everyone feels

safe, valued, and empowered to succeed. We will strengthen our partnerships, invest in learning and development, and hold ourselves accountable for measurable progress.

Together, we are building a future where everyone belongs – at Sisk, across our industry, and in the communities we serve.

Bernard McGarrity
Chief People Officer

B. McGarrity



