



John Sisk & Son

Sustainability Report 2023

CREATING PLACES FOR FUTURE GENERATIONS
WWW.JOHNISKANDSON.COM

A message from our CEO

Dear Stakeholder,

2023 was a strong year for Sisk which saw substantial growth and development in many areas across our business.

This growth and development goes beyond revenue, and includes the number of employees in our business, the different nationalities represented, the increase in gender representation, our improved health and safety performance and maturity, the number of carbon life cycle assessments undertaken, the increased use of data and digitisation of our projects and the diversity of roles hired into our business to name just a few areas.

Last year also saw us complete some exceptional projects across the business – Bonham Quay in Galway, Project Kells in Dublin, the Dunkettle Interchange in Cork, a large Data Centre in Sweden, Unity Place in Milton Keynes, M6 Junction 10 in Birmingham and a CAR-T manufacturing facility in Belgium are just some examples that display the diversity of our portfolio today.

We are proud of what we have achieved and the relationships we have fostered with our clients, supply chain and other stakeholders right across the value chain. We are committed to bringing our purpose to life by creating places for future generations.

We know our stakeholders expect our business to take a leadership approach to sustainability and the range of issues that are of key importance to them and our business. From climate change to diversity and inclusion, health and safety to circular economy, and biodiversity to mental health; sustainability remains a key priority for us. We are fully aware of the relentless daily challenge that climate change presents. We know we need to do more as a business and as an industry and remain focused on tackling this collectively. Last year the Science Based Target initiative (SBTi) validated our 2030 emissions reduction targets are in line with a 1.5°C trajectory, we achieved a CDP A- score and an Ecovadis gold medal demonstrating our commitment and leadership in sustainability. We are fully committed to an enduring position of leadership, and despite business growth challenging us on absolute reduction in carbon emissions in 2023, it has in turn, served as a further call to action right across our business. We are energised to improve; we

have the skills and capabilities to support our ambitions across Scope 1, 2 and Scope 3. Our approach is holistic and through collaboration and integration across our business and value chain we are evolving and growing our capabilities and services to take the challenge head-on.

We are especially proud to be a founding partner of the Supply Chain Sustainability School in Ireland, to build on the school's success in the UK. It will help advance our industry across the many topics of sustainability. It is available to all our Irish-based suppliers and subcontractors who have free access to a range of tools and education support to encourage them on their own sustainability journey too.

Next year we will be halfway through our 2030 Sustainability Roadmap, and it coincides with the midpoint of the 2030 United Nations Sustainable Development Goals. It will be a pivotal year for everyone and at Sisk we will be re-examining our ambitions, ensuring they are fit for purpose and aligned with topics under our next double materiality process that we will commence in quarter four of 2024.

I want to thank all of our people, clients, supply chain and other important stakeholders who are working so hard with us to implement and integrate sustainability into all that we do. We will continue to work together, to lean in on our company values and to showcase how the built environment community can be at the heart of change and provide solutions to some of the greatest challenges of our generation.

PAUL BROWN
CEO - JOHN SISK & SON 29TH JUNE 2024





About this report

At the end of 2020, Sisk launched our 2030 Sustainability Roadmap - Building today, Caring for tomorrow.

This roadmap not only outlined John Sisk & Son (Holdings) Ltd's commitment and contributions to decarbonising our industry, but also showcased how we aim to be a leader in enabling a better future for all. We endeavour to continue this commitment, addressing material environmental, social and governance topics that are important to our stakeholders and our industry.

This third sustainability report from Sisk, outlines the progress against our 21 targets set out in our 2030 Sustainability Roadmap. It restates our commitment to action and transparent reporting and represents the period from 1 January 2023 to 31 December 2023. Across our business and our value chain, we have committed and talented people collaborating to achieve our collective ambitions and who are passionate about addressing the challenges that we all face together.

The United Nations Sustainable Development Goals (UNSDGs) remain central to our ambitions where our focus continues to be on our themes of Climate Change and Air Pollution, Caring for the Environment, Enhancing Communities, Leading on Responsible Business Practices and Embracing Innovation and Digital Technology. The UNSDGs form a respected, recognised, and ambitious global protocol that many of our own stakeholders, including clients and supply chain, also align with.

About the front cover

Sisk Project: Edward Capitals' 'Bonham Quay' in Galway, is one of the largest commercial developments in the city in several decades and has been designed by BDP, to achieve both LEED (Leadership in Energy and Environmental Design) and WELL Gold certification accreditation, making it one of the greenest builds in Ireland. It has also achieved Leadership status for One Planet Living.

This global call for action through partnership, enables us to connect with our stakeholders and communicate our own ambitions and which resonates with those whom we have shared ambitions and allows us to influence others.

This report is prepared in accordance with the Global Reporting Initiative (GRI) standards. GRI is an independent, international organisation a global standard-setter for sustainability impact reporting. Since 2019, we have responded to CDP, which is fully aligned with the Task Force on Climate-related Financial Disclosures (TCFD) and our 2023 CDP response, in which we achieved an A-, can be found [here](#). The sustainability reporting landscape continues to evolve, where we are well placed to report against the various incoming requirements.

At Sisk, we will be required to report against the Corporate Sustainability Reporting Directive (CSRD) in 2026 and are actively preparing for this across the business. Over the last year, we have continued to advance our reporting, whereby this report includes our first TCFD statement.





















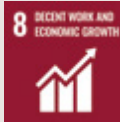


Our stakeholders are invited to contact our sustainability team at sustainability@sisk.ie with any comments, questions, or suggestions on our 2023 Sustainability Report.



Contents

Introduction	About us	Sustainability	Awards & Memberships	GRI Index					
Welcome from the CEO	02	2023 Sustainability Highlights	05	2030 Sustainability Roadmap Update	22	Awards	85	GRI Index	88
About this report	03	About Sisk	06	Tackling Climate Change and Air Pollution	24	Memberships	86		
Contents	04	Sustainability at Sisk	15	Caring for the Environment	40	Certifications and Commitments	87		
				Enhancing Communities	54				
				Leading on Responsible Business Practices	63				
				Embracing Innovation and Digital Technology	73				
				Vision Built	81				
				Sensori	83				

2023 Sustainability highlights

<p>Tackling Climate Change and Air Pollution </p>	<p>Caring for Environment </p>	<p>Enhancing Communities </p>	<p>Leading on Responsible Business Practices </p>	<p>Embracing Innovation and Digital Technology </p>
<p>CDP A- Achieved </p> <p> 49% Carbon intensity reduction since 2019</p>	<p>485,650 Trees planted in 2023 </p>	<p>13.5% Social Return on Investment achieved</p>	<p> ISO 20400 Business ready certification for sustainable procurement</p> <p>True Colours LGBTQ+ Employee Resource Group launched</p>	<p>Established in-house geo-spatial capabilities </p>
<p>+40% Potential reduction in out of hours electricity consumption identified </p> <p> Carbon reduction Science Based Targets Validated by SBTi</p>	<p>Smart water meter installation supported  85% Reduction in water usage</p>	<p>800 Handcrafted toys donated across Ireland, the UK and Europe </p>	<p>365 Internal promotions </p> <p>1,700 Employees participated in It's Only Banter </p>	<p>€50k Seed-funding awarded from Construct Innovate for work to Commercialisation low carbon cement alternatives in collaboration with Trinity College Dublin</p>
<p> 12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> <p> 13 CLIMATE ACTION</p>	<p> 15 LIFE ON LAND</p>	<p> 11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p> 5 GENDER EQUALITY</p> <p> 8 DECENT WORK AND ECONOMIC GROWTH</p> <p> 10 REDUCED INEQUALITIES</p>	<p> 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>

About Sisk

For more than 160 years, Sisk, a family-owned business, has grown in our commitment to a journey that’s not just about building structures but about building a future, proudly creating a legacy that stands the test of time and contributes positively to the communities we serve.

As an international construction and engineering company with a strong presence in Ireland, the UK, and wider Europe, we’re committed to our vision of ‘being at the heart of change’, taking on projects with the knowledge that what we’re creating will last well beyond our own time.

As we look to the horizon, we hold true to our founder, John Sisk’s, visionary commitment to creating spaces where generations will live, work, and thrive. This enduring approach is more important than ever in the context of a worsening climate and biodiversity emergency and the pressing housing crisis, and it serves as the foundation of our work ethos, guiding our every endeavour.

Staying true to this approach, our 2030 Sustainability Roadmap marks the commitment to being a leader in championing environmental and social sustainability as we grow and develop as a company.

BREAKING NEW GROUND

In 2023, we launched our ‘Breaking New Ground’ business strategy, which further underlines our commitment to economic growth and environmental and social sustainability.

This comprehensive approach is designed to enhance our operational sustainability, minimise our environmental footprint, and foster community wellbeing.

Grounded in our core values of Care, Integrity and Excellence, we’re focused on delivering exceptional workmanship, innovation, and genuine customer and community care. At Sisk, we’re passionate about putting people first, building responsibly, and thinking long-term, ensuring that every project we undertake is a step towards a sustainable future for all.

The economic value generated by Sisk across Ireland, the UK and Europe is distributed across our many stakeholders including employees, clients, suppliers, subcontractors, local businesses, governments and local residents and communities, through operating costs, employee wages and benefits, tax payments and local spend.



“

At Sisk, we’re weaving sustainability into the very DNA of our business across every aspect of our work and operations. Guided by our 2030 Sustainability Roadmap, we’re delighted to report consistent progress for the third year running. In 2023, we ramped up our efforts with the launch of our ‘Breaking New Ground’ strategy, further enhancing our services and embracing new technologies to meet our targets.

Our dedication to building a sustainable future is stronger than ever, with our teams full of energy, our partnerships solid, and our commitment to excellence unwavering. We will continue to push boundaries, to remain resolute in our purpose to – ‘create places for future generations’, always cognisant that our work today lays the foundation for a sustainable tomorrow. Together, we’re not just reaching milestones; we’re setting new benchmarks for excellence in sustainable construction.”



WAYNE METCALFE
DIRECTOR - HEALTH, SAFETY, SUSTAINABILITY & QUALITY

Our values

At Sisk, our family extends to over 2,400 dedicated individuals, each contributing to the fabric of our growing company.

We're proud to be a place where people are excited to come to work, share their ideas, and feel valued for their contributions. Together with our facilities management business, Sensori FM, and our off-site manufacturing business, Vision Built, we're innovating and advancing our services to serve our clients and nurture sustainable, innovative and change-leading business practices and growth. See more information on Sensori FM and Vision Built.

Our dedication to sustainability is woven through every decision we make, guided by our talented team. With our 'Breaking New Ground' strategy, we renewed our commitment to this path, engaging our employees and partners alike in this journey.

In 2023, project highlights in Ireland included the delivery of 'The Rock Wing', a nine-storey addition to the Mater Misericordiae University Hospital in Dublin and progress on a range of other infrastructure, healthcare, housing and commercial projects such as Project Kells, where due to the complexity of the build, 4D construction planning was successfully deployed to ensure 'right first-time construction'.

In the UK, we finished The Oxford Science Park, a science and technology park located on the southern edge of the city of Oxford, St. John's Hill, Clapham, a major housing estate redevelopment near Clapham Junction train station in south London, and Unity Place, a multi-purpose destination set to bring together community, business and leisure uses in the growing city of Milton Keynes. Further expanding our footprint, we're constructing cutting-edge data centres and life science facilities in Scandinavia and the Benelux. At every stage and on every type of project, we are committed to delivering exemplary work to support and help build places where future generations will thrive.

Fully conscious of our footprint, we take the effects of our work on local areas seriously, be it resource use or waste. That's why we're proactive in finding ways to lessen these impacts and ensure a beneficial outcome for the environment and local people. Engaging with everyone affected by our projects from day one is key for us. From the very outset, we engage with the community, end-user groups, and regulatory and professional bodies to ensure their perspectives are integrated into our project design and construction schedule. By doing so we foster transparency and accountability in all of our projects, ensuring we leave a lasting positive legacy in the community.



Care



- We take care of ourselves, the people we work with, the environment, and the community in which we work.
- We take proactive action to ensure the wellbeing of ourselves and others.
- We show empathy by actively seeking to understand and support the needs of our people.
- We are conscious of and protect the environment for the benefit of future generations.

Integrity



- We are honourable in the way we conduct ourselves and our business.
- We treat people fairly and with respect.
- We are open and honest with one another.
- We encourage each other to speak up and we listen.
- We promote and uphold the reputation of the company in everything we do.

Excellence



- We are the best at what we do.
- We learn, innovate and lead change.
- We deliver and exceed expectations.
- We develop our people to be the best.

Our business

At Sisk, we're committed to continuously seeking out and adopting innovative construction methods that achieve outstanding outcomes for our clients.

In the past five years, we have significantly increased our investment to provide clients with bespoke solutions that align with their sustainability targets. Our approach integrates the use of off-site manufacturing through Vision Built, offering a range of off-site modular building components. Additionally, Sensori FM,

our facilities management business, assists clients in monitoring and minimising energy use, ensuring their buildings run at optimum efficiency. At Sisk, innovation is at the heart of everything we do and providing sustainable solutions that enable our clients to fulfil their sustainability targets is key priority.



Built to Rent



Commercial



Data & Tech



Education



Healthcare



Industrial



Infrastructure (Civils)



Leisure



Pharmaceutical & Life Sciences



Residential



Retail



Transportation



Water & Energy

Our presence



Projects & countries of operation



Shaping a sustainable legacy

Our 'Breaking New Ground' strategy represents the culmination of an extensive consultation process involving over 300 stakeholders, including senior leaders, employees, supply chain partners, and clients.

This inclusive approach not only shaped the strategy development but also ensured that the strategy is grounded from a wide range of perspectives and expertise.

Operationalised through numerous change projects, our 'Breaking New Ground' strategy encompasses five strategic priorities - people and culture, net zero, modern methods of construction (MMC), digital transformation, and quality of earnings - each contributing to our 2030 Sustainability Roadmap themes.

The strategy's emphasis on digital transformation and MMC, for example, reflects a forward-thinking approach to construction that offers lower carbon design and material innovations while also improving efficiency, reducing waste, and fostering collaboration.

At the heart of both the 'Breaking New Ground' strategy and our 2030 Sustainability Roadmap is the recognition that our people are the driving force in not only ensuring the continued and future success of Sisk, but to also initiating and growing positive changes in the ways we work and to driving and contributing to innovation across the wider construction industry. With this in mind, Sisk has established, among other initiatives, a new Employee Education Programme that supports and empowers employees with bespoke training material that targets three user groups within Sisk - senior leaders, specific support functions (design, Procurement and commercial), and the general population of the business. This approach supports employees to not only grow their understanding of net zero and what this means at a project and wider business level, but to also allows them to confidently communicate and champion Sisk's net zero ambitions.

Recognising the challenges of global mega-trends such as skills shortages and scarcity of resources, our 'Breaking New Ground' strategy also sets in motion our approach to addressing such challenges.. The strategy, backed by significant investment, has

already led to the introduction of 25 new roles across the company since its launch in 2023, acknowledging that new skills and technologies are essential to catalysing change and addressing these challenges in the construction industry.

Focusing on the opportunities to advance and evolve how we consider construction projects from the very outset, from the design to the materials, technologies and methods deployed, to lessening the impact on the environment and enhancing social value, Sisk is strengthening its ambition to not only be part of positive change in the construction industry but to lead this change from the front. Set to be achieved through a range of projects, one such focus is on developing new, industry-leading services to expand our current offering to leverage existing specialists and new specialist areas such as our carbon engineering team. Through this innovative approach, Sisk is focusing on ensuring best-practice carbon management and supporting clients to reduce their carbon footprint over the whole life cycle of their buildings and infrastructure.

By working in tandem, our 2030 Sustainability Roadmap and 'Breaking New Ground' strategy, supported by significant investment, drive key operational changes and affirm Sisk's commitment to not just a more sustainable future but to actively transforming the approach to sustainability and innovation across the industry. These efforts demonstrate a commitment to supporting our workforce and the communities we operate in while proactively advancing sustainability initiatives.



Responsible supply chain management

We recognise and appreciate the crucial role that our supply chain partners play in the success of our projects and business achievements.

Their support is essential to our objectives, and we're dedicated to nurturing relationships characterised by mutual respect and teamwork. Openness to the knowledge and innovation of our supply chain partners is key, as we can learn a lot from their knowledge and experience. With our vision to be at the heart of change, we endeavour to ensure that our supply chain partners are included as an integral part of the Sisk team as we collectively drive the change and improvements needed to achieve enhanced sustainability in Sisk and across the entire construction sector. Annually, we allocate over €1 billion to collaborate with our supply chain partners, who bring essential technical abilities and local insights. Predominantly hailing from Ireland and the UK, we are also developing new relationships globally, supporting local communities and regional enterprises in the locations in which we operate. It's crucial that

these new collaborations align with and share our values and understand our requirements. As such, we developed our 'Working with Sisk - A Guide for Our Supply Chain' resource, which supports clear and transparent communication from the outset. Every new supply chain partner we consider is thoroughly evaluated based on the services they provide, the level of risk involved, and the areas where they will likely work with us. We take compliance and responsible business practices seriously and regularly check that our partners adhere to our standards through audits and assurance processes.

Charting the course of sustainable supply chain management

The 2023 Supply Chain Survey actively involves Sisk's supply chain partners in sustainability. Collecting insights that serve as a foundation for ongoing dialogue and action, the survey reinforces Sisk's efforts to ensure sustainability remains front and centre of our supply chain management strategy.

With 61% of our suppliers aware of our 2030 Sustainability Roadmap and 57% of respondents rating Sisk as above average in their approach to sustainability when compared to other companies, the survey revealed a significant acknowledgement of Sisk's efforts in pushing the envelope for sustainability within the construction industry.

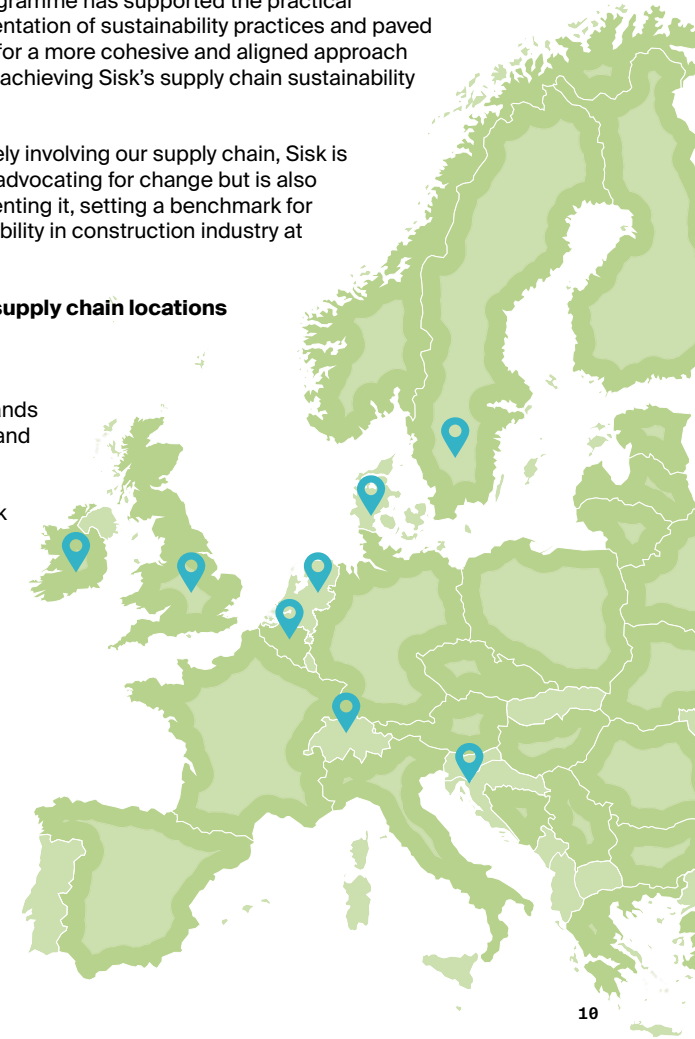
However, the journey towards sustainability is a continuous learning and improvement process, with the survey also highlighting areas for further enhancement. One such area was the operational need to increase the number of sustainability and carbon reporting requests, as only 24% of respondents had noted an increase. This feedback is crucial as it highlights the opportunity for Sisk to emphasise further the importance of sustainability reporting within our supply chain, aligning with its commitment to transparency and accountability. The ENGAGE programme has also played a pivotal role in complementing the insights gathered from our Supply chain survey over the years. By facilitating direct engagement and communication between Sisk and our suppliers, ENGAGE has helped to foster a culture of collaboration and innovation.

This programme has supported the practical implementation of sustainability practices and paved the way for a more cohesive and aligned approach towards achieving Sisk's supply chain sustainability targets.

By actively involving our supply chain, Sisk is not just advocating for change but is also implementing it, setting a benchmark for sustainability in construction industry at large.

Global supply chain locations

- Ireland
- UK
- Belgium
- Netherlands
- Switzerland
- Croatia
- Sweden
- Denmark



“Our 2023 Supply Chain Survey is more than a check-in; it's a collaborative effort to embed sustainability into the core of our operations. With over half of our suppliers recognising our lead in sustainability, we know we're on the right path, but the quest for improvement never pauses. This survey guides us to strengthen our actions and helps us continuously evolve and identify how we can further support the wider sector and our supply chain. Coupled with our ENGAGE programme, which builds direct, meaningful connections with our suppliers, we're not just talking about sustainability; we're acting on it. Together, we're walking the path of continuous improvement, innovation, and shared success.”



JOHN DEVEREAUX
SUPPLY CHAIN DIRECTOR, IRELAND & EUROPE

Responsible supply chain management (continued)

ISO 20400 business ready.

In 2023, we also reached a significant achievement by securing the ISO 20400 business ready standard, advancing our sustainable procurement practices. Moreover, as a proud founding member, we laid the groundwork for establishing the Supply Chain Sustainability School in Ireland, which launched in early 2024, aligning with our ambition to advance education for sustainability within the construction sector.

Building enduring, positive partnerships with our supply chain is key for us at Sisk, ensuring benefits for all, especially the communities we serve. If any issues arise, we engage closely with our partners to create tailored action plans and offer the support needed to help them identify where and how standards can be improved.

“

“Achieving ISO 20400 in 2023 wasn’t a finish line; it was a launchpad. Now, every procurement decision we make, every purchase, considers the environmental and social impacts—not just cost.

It’s about the materials we use, the partners we choose, and the future we shape. This is a continuous commitment, and through implementing ISO 20400 and embedding the international standard for sustainable procurement, we’re integrating sustainability into the very fabric of Sisk. For us, it’s not just about meeting our 2030 Sustainability Roadmap; it’s about leading by example and driving real, positive change across the industry.”



CRAIG MURPHY
SUPPLY CHAIN DIRECTOR, UK



Our quality management approach

At Sisk, our core values – Care, Integrity, and Excellence are the cornerstones of our identity.

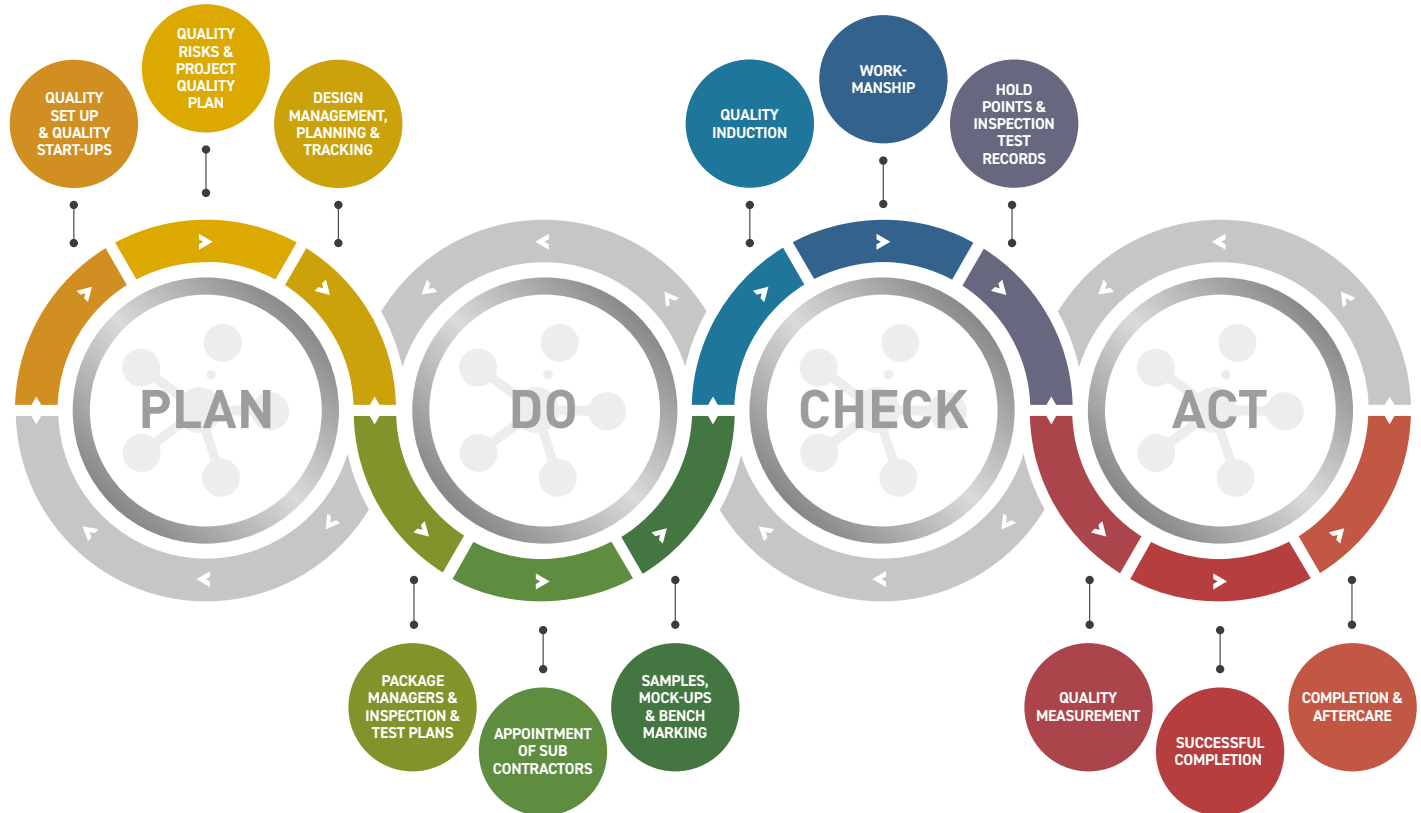
Excellence for us is not just a word; it's our commitment to being leaders in quality, ensuring every project is completed without any snags or defects. This dedication is woven into the fabric of our operations, setting the standard for projects to be delivered right first time, achieving our zero vision of zero snags and zero defects, and ensuring that we Get It Right First Time.

Our proactive approach, which we call 'Our Quality DNA,' lays the groundwork for our Quality Management System (certified to ISO 9001 2015), ensuring that excellence is a constant across all projects. It's a system comprising 12 interconnected stages, following the cycle of Plan, Do, Check, Act – a cycle that ensures continuous improvement and fosters a spirit of collaboration with our stakeholders, supply chain, and clients alike.

As active participants for example in the Get It Right First Time Initiative, we are committed to eradicating errors and continuously cultivating a culture of excellence in our project delivery.

Our approach is crafted with a vision for the future, seamlessly integrating time-honoured traditional skills and workmanship with the latest digital advancements and innovative practices. This fusion ensures that the solutions we bring to the table are not only effective but also a source of collective pride.

The unrelenting drive for quality aligns perfectly with our forward-thinking business strategy, 'Breaking New Ground', through which we're forging ahead with conversations and actions that enhance our performance and underscore our commitment to setting new benchmarks in the industry.



Quality and sustainability interoperability

The quality team commenced comprehensive quality startup events to introduce Our Quality DNA to our operations teams.

These events detail insights into our quality system, how adherence to its principles can significantly reduce rework and waste across our projects. The review of our samples, mockups and benchmarks process involved assessing its efficiency in delivering quality outcomes, with particular focus on its application at our Glass Bottle project in Dublin.

By promoting awareness of Our Quality DNA, we've fostered a culture of quality that minimises our environmental impact through reducing unnecessary waste and rework. The exemplary results achieved on our Glass Bottle project, demonstrate the direct correlation between quality practices and sustainability. These initiatives not only enhance our operational efficiency but also contribute to our broader sustainability objectives by conserving resources and promoting responsible construction practices.

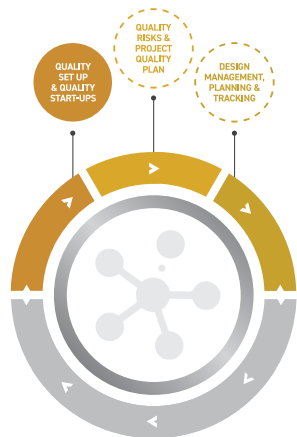


Getting It Right First Time is about understanding the tools that we have and empowering our people to use them. By the creation of samples, mock ups and benchmarking a team can go ahead with greater surety and also explore further efficiencies in the material and methodology to be used.



BRIAN DILLON
HEAD OF QUALITY

OUR QUALITY DNA / PLAN



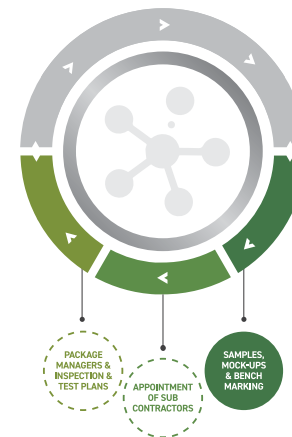
QUALITY SET UP & QUALITY START-UPS

Beginning with the end in mind is essential if we are to deliver our Zero Vision. Thinking about how we establish our facilities and arrange our teams is a vital part of Our Quality DNA.

This includes:

- Projects set-up for success - ensuring the team has the right blend of experience, functional support relationships are established, the environment supports success and our facilities consider our quality requirements, including, for example, suitable space for samples, mock-ups and testing.
- Shared understanding and alignment - ensuring the team know, understand and regularly review the project requirements and deliverables, including the handover criteria, at the outset and ensuring we are aligned with the client, design team, supply chain and other stakeholders at all stages of the project lifecycle.
- Quality start-up events - ensuring appropriate collaborative events are organized at the outset and throughout all stages of the project lifecycle.

OUR QUALITY DNA / DO



SAMPLES, MOCK-UPS & BENCHMARKING

Samples, Mock-Ups and Benchmarks are an essential tool within Our Quality DNA. They determine the standard of work prior to progressing and ensure the works can be carried out efficiently and without waste.

This includes:

- Agreeing a schedule of samples and mock-ups with clients, their representatives, project stakeholders and sub-contractors prior to work commencing.
- The sourcing of samples to verify their compliance with the specification, contract requirements and client and project stakeholders' expectations.
- The use of appropriate technological tools such as digital rehearsals, the creation of digital twins to support the process and the use of digital communication tools to share the standards agreed.
- The assembly of samples into mock-ups of the proposed features and details to verify compatibility, buildability, interface details and workmanship.
- Ensuring first in place mock-ups are completed in good time in advance of the main works progressing.
- The use of the approved mock-ups as benchmark standards for the works.

Our approach to risk management

Our Audit and Risk Committee oversees our approach to risk management - chaired by our Chief Financial Officer with membership including our Chief Commercial and Legal Officers and others by invitation.

The committee ensures that the business implements appropriate risk control measures and effective internal control mechanisms. It ensures the business addresses the current and evolving internal and external risk landscapes.

The committee regularly outlines current risks to the business while identifying new and emerging risks. Risks and opportunities are analysed and considered according to their likelihood of occurrence and potential impact - where they are categorised as strategic, reputational, financial, investment and acquisition, compliance, fraud, cyber or climate-related. Improving corporate resilience requires a structured approach, based on an assessment of the risks and opportunities, and the development of an effective strategic response to mitigate risks and maximise opportunities, whilst maximising our sustainability performance. Our sustainability management system includes processes for identifying and managing risks and opportunities for day-to-day activities relating to construction projects and the office environment.

Aligning to the Task Force on Climate-related Financial Disclosures (TCFD)

Understanding how climate-related risks and opportunities will impact our business is key to continued strategic resilience in the face of a changing sociopolitical, environment, and changing global temperatures. As a result, over the last year we have continued to evolve our approach to ensuring climate-related considerations are further embedded into our longer-term strategic decisions, whereby as part of this report we are making our first TCFD disclosure this year. Our statement sets out our priority mitigation measures: decarbonising our operations, transitioning to electric vehicles,

reducing environmental impact (through our 2030 Sustainability Roadmap) and delivering net zero buildings and infrastructure for our customers (through our 'Breaking New Ground' strategic priority) and has allowed us to understand how our focus may need to shift over the short, medium and long-term.

In addition, we have continued to respond to the CDP Climate Change questionnaire, which contains TCFD-aligned questions - where our progress has been demonstrated by moving from a B rating to A- this year.



“Effective risk management is paramount in today’s dynamic construction landscape. By aligning with the TCFD recommendations, we are committed to a transparent and evolving approach to identifying, assessing and mitigating risks. This not only safeguards our projects but also strengthens our resilience and adaptability in the face of climate-related challenges.”



GER PENNY
CHIEF FINANCIAL OFFICER





Sustainability at Sisk

At Sisk, our understanding of success extends beyond our projects – it’s intrinsically tied to the health of the planet and the wellbeing of the communities in which we operate.

That’s why we launched our 2030 Sustainability Roadmap Building Today, Caring for Tomorrow in December 2020, charting a path for enduring and positive change.

This roadmap isn’t just a plan; it’s a commitment to action that enables us to deliver significant and lasting benefits and the foundation upon which our efforts are built, ensuring that we are equipped to withstand the test of time and continue to thrive. Our approach builds on the principle that active engagement in social progress and environmental protection is essential for the long-term resilience and sustainability of our business and the communities in which we operate. This means taking real action to reduce our environmental impact, engaging with stakeholders, and supporting local communities.

Building a sustainable future is a collective endeavour. At Sisk, we are not just contributors but active drivers of this change, moving forward with purpose and pride to make a real difference together.

Our sustainability priorities

We developed five strategic themes crucial to our operations and stakeholders where we believe we can make meaningful progress towards a more sustainable future by channelling our efforts through these:

- Tackling climate change and air pollution
- Caring for the environment
- Enhancing communities
- Leading on responsible business practices
- Embracing innovation and digital technology



“At Sisk, we’re committed to pushing the boundaries of what’s possible in sustainable construction. We’re proud of the strides we’ve made, yet fully aware of the construction sector’s impact, contributing to 37% of carbon emissions. Our response is proactive and action orientated – we’re intensifying our initiatives to cut emissions, to safeguard biodiversity and to champion the kind of innovation that both reduces environmental impact and enhances supply. Our progress is measurable, our 2030 Sustainability Roadmap targets are ambitious, and we are committed to continuously innovating, to driving progress both inhouse and across the wider construction sector.”



SINÉAD HICKEY
HEAD OF SUSTAINABILITY IRELAND & EUROPE



Our commitment to the Sustainable Development Goals

Our efforts are strategically aligned with the United Nations Sustainable Development Goals. We take pride in actively engaging with this agenda, focusing our actions where they can substantially impact the broader sustainability landscape.

UN Sustainable Development Goals



Governance and management of sustainability

At Sisk, our commitment to sustainability is fundamental to our corporate ethos, with our board of directors leading the way in setting our sustainability strategy and our senior leaders taking responsibility.

Our regular monthly board meetings review economic, environmental, and social topics, assessing their potential impacts, risks, and opportunities. In our focused quarterly sessions, we delve even further into these critical areas to ensure we're not just compliant but also leading the way in sustainable practice.

Our external Sustainability Advisory Council at Sisk comprises expert advisors and thought leaders in sustainability and construction. This council supports and challenges our board to push boundaries, disrupt conventional thinking, and take the lead in driving proactive and impactful positions on sustainability.

Their diverse perspectives encourage us to raise our expectations of the impact we can have while also supporting us in identifying potential risks and opportunities that will affect the business and our supply chain in the long-term. With their guidance, we are steadily advancing towards a more sustainable future.

- **Dr. Tara Shine (Chairperson)**, Director of Change by Degrees
- **Pat Barry**, CEO, Irish Green Business Council
- **Marci Bonham**, President Americas, Kingspan Light and Air
- **Martin Baxter**, Director of Policy and External Affairs, IEMA
- **Ingrid De Doncker**, Co-founder and Head of Research and Innovation, Future Planet
- **Shaun McCarthy OBE**, Chair, Supply Chain Sustainability School
- **Juliana Weiss Dalton**, Head of ESG Investor Engagement, Tesco
- **Matt Voyce**, Executive Director Construction, Quintain

Throughout 2023, our focus on making our 2030 Sustainability Roadmap an operational reality has remained strong, building on the solid groundwork laid previously. With eight dedicated working groups guiding these efforts and each group championed by a board member, we're ensuring that the push for sustainability is both concerted and leadership-driven. We've also tapped into the diverse talent pool across our company, enlisting leaders and team members from every operational area to infuse our sustainability goals with a wide array of insights and contributions.

At Sisk, sustainability is a collective endeavour that spans the breadth of our operations. Our multidisciplinary sustainability team collaborates with peers across all departments, guiding them to realising the objectives outlined in our 2030 Sustainability Roadmap and the effective implementation of our ISO 14001 and ISO 50001 certified management systems for environmental and energy management, and our ISO 204000, certified sustainable procurement standard.

This team also advises on a broad spectrum of sustainability-related topics, including carbon accounting and reduction strategies, life cycle assessments, achievement and enhancement of LEED, BREEAM and WELL certification, delivering social value, sustainability reporting, communications, and stakeholder engagement.



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Our approach to stakeholder engagement

At Sisk, we know that clear communication and engagement with our stakeholders are vital to our operations and strategic sustainability approach.

As an active participant and listener in sustainability discussions within the construction sector, we understand and value open dialogue that identifies and addresses key concerns affecting our stakeholders and the wider sector.

While we have established primary methods of engagement, as detailed in the following table, our commitment goes further, and we remain dedicated to ensuring that we engage directly with the unique needs and preferences of all our stakeholders.

We recognise that effective stakeholder engagement doesn't come in a one-size-fits-all package – it's a dynamic process that blends formal and informal interactions.

All of the stakeholder groups were also consulted as part of our most recent materiality assessment.

Our employees	Our clients	Suppliers & subcontractors	Local communities	Government and industry bodies	Our media
<ul style="list-style-type: none"> Employee Surveys Sisk Intranet Meetings, forums and focus groups Performance Development Programme Yammer® Groups LifeWorks App Employee Resource Groups Regular employee emails 	<ul style="list-style-type: none"> Client meetings Through Business Development Managers Sisk Website Social Media (X®, YouTube® and LinkedIn®) Client Surveys Construction Industry Federation 	<ul style="list-style-type: none"> Preferred Supplier Agreements Strategic Manufacturer Agreements Formalised B2B Meetings Supplier Engagement Surveys Meet the Buyer Events Industry working groups Trade Missions (Foreign Supply Chain Engagements) Sisk's Prequalification Process Tenders Expression of Interest via Sisk Website Supply Chain Awards Social Media (X®, YouTube® and LinkedIn®) 	<ul style="list-style-type: none"> Project / Site tours Participation in local events Project website and noticeboards One-to-one meetings Considerate Constructors Scheme Fundraising / donations Sisk Website Social Media (X®, YouTube® and LinkedIn®) 	<ul style="list-style-type: none"> Industry Associations Site / Office visits Multistakeholder Forums Meetings 	<ul style="list-style-type: none"> Interviews Media Briefings Press Releases Sisk Website Social Media (X®, YouTube® and LinkedIn®)

Double materiality assessment

In early 2023, we conducted an updated materiality assessment, building on our previous assessment which informed the development of our 2030 Sustainability Roadmap - Building Today, Caring for Tomorrow.

This new assessment was undertaken in readiness for the Corporate Sustainability Reporting Directive (CSRD) requirements and adopted the double materiality approach where a third-party sustainability consultancy supported us in this process. As part of the assessment, we looked at our impacts on the environment and society as well as the financial risks and opportunities to the business in relation to sustainability, including but not specifically limited to climate change.

The results of our assessment have deepened our comprehension of the impacts, risks, and opportunities that Sisk faces. This insight is instrumental in shaping our long-term strategic planning, including the ongoing evolution and ambitions of our 2030 Sustainability Roadmap.

International best practice recommends that materiality assessments are undertaken on a cyclical basis. In line with CSRD, Sisk will determine at each reporting date its material impacts, risks and opportunities, as well as the material information to be included in the sustainability report. We will apply a practical approach to this, if the business considers that the prior reporting materiality assessment is still relevant at the reporting date if no material changes (internal or external) have taken place that could impact the relevance of a specific disclosure. We anticipate, as a result of the next materiality assessment (end of 2024), that we will undertake a review of our 2030 Sustainability Roadmap to ensure it remains current and accurately reflects our business and operating landscape, adjusting our strategy if and where necessary based on insights from the assessment.

The materiality assessment followed a recognised approach in line with the requirements of the latest global sustainability reporting disclosure rules, including GRI Universal Standards (2021), IFRS S1 (ISSB, 2023) and ESRS 1 (2022-23), where stakeholder engagement is a core element.

The assessment was carried out in four phases:

01

Sector research, benchmarking, stakeholder mapping and the development of a long list of material topics, including an agreed definition for each of the 18 material topics taken forward for prioritisation in future phases.



02

Stakeholder engagement was undertaken through Sisk’s Sustainability Advisory Council, 15 interviews with executive leadership and senior management representatives and clients, accompanied by Stakeholder TALK, an online survey, made available to employees and a range of external stakeholders, such as clients, supply chain partners, industry associations, and academia. In total over 700 stakeholders responded (544 employees and 167 external stakeholders). Stakeholders were asked their views on our impacts, risks, and opportunities.



03

Scoring then took place to prioritise the relative importance and significance of each sustainability topic, with due regard for its impact, risk and opportunity. Scores are derived using a set of criteria in an auditable process. The approach used by the third-party consultancy is the result of tried, tested, and externally scrutinised methods used for over 20 years, and it accounts for all available information and data on impacts, risks, and opportunities.



04

As a business we validated the list of topics through discussions on the relative prioritisation of each potential material topic, any ‘borderline’ positions, as well as the wording, tiering, or grouping of topics. Certain topics warranted an elevated prioritisation as a result, including biodiversity, water, and local community (social value). The Sisk validation process also resulted in the blending of energy efficiency, carbon and product-related topics.

Ratified list of material topics

We recognise the views of stakeholders in the assessment on the benefits of a reduced number of topics, resulting in a more efficient strategy and a tighter reporting process.

'Tiering' the topics allows for such flexibility, and as such, we determined primary and secondary topics in the validation phase.

Primary topics and their associated impacts, risks and opportunities attract more management resources and, normally, a formal target, for instance.

Secondary topics, while still material, may involve management that is resourced differently, as impacts may be felt more locally rather than companywide, or be less severe and vary over time, or be more 'compliance' oriented rather than strategic. We commit to reviewing such tiering in line with our performance, enterprise risk classifications, the views of stakeholders, the outcomes of governance committee deliberations, and executive management direction in line with active strategy engagement, such as the determination of our 'Breaking New Ground' strategic priorities in 2023.

Primary material topics	Roadmap theme	ESRS standard
Occupational health and safety (personal and process)		S1 - Own workforce
Waste and recycling		E5 - Resource use and circular economy
Energy efficiency, energy security and credible carbon management		E1 - Climate Change
Products and services: Energy efficient buildings and solutions		E1- Climate change
Employees: Fair employment		S1 - Own workforce
Employee wellbeing (mental and physical)		S1 - Own workforce
Employee learning and development, future skills, early graduate careers, and apprenticeships		S1 - Own workforce
Equality, diversity, and inclusion (directed to attract skills)		S1 - Own workforce
Responsible procurement and risk		S2 - Workers in the value chain
Biodiversity		E4 - Biodiversity and ecosystems
Secondary material topics		
Adaption to natural weather variability and longer-term climate change		E1- Climate change
Water use, wastewater treatment		E3 - Water and marine resources
Local community impact		S3 - Affected communities
Air quality and pollution		E2 - Pollution
Human rights across the value chain		S2 - Workers in the value chain
Foundations - the fundamental underpinning management of topics		
Corporate governance, transparency and integrity Public policy advocacy on infrastructure and services		G1 - Business conduct

Sisk's commitment to integrated collaborative working

At Sisk, we're firmly rooted in the real world where practicality meets purpose. Our business is built on the solid ground of innovation paired with sustainability.

We're not just collaborating; we combine expertise, hard work, and being forward-thinking to provide tangible solutions. This practical approach supports our projects and clients, ensuring we deliver real value today and pave the way for a sustainable industry tomorrow. Our sustainability team is at the core of our commitment, applying their practical know-how in environmental management (ISO 14001), energy management (ISO 50001), social value, sustainability certification (LEED, BREEAM, WELL) and sustainability reporting (CDP, CSRD, TCFD) to guide each project and the business to success.

The team actively engages and works with project sustainability champions, who uphold environmental, energy and social value standards at project level, ensuring that our actions across all projects consistently contribute to a more sustainable future. But our vision extends beyond the confines of our immediate circle. We're at the forefront, embracing innovations like Cross-Laminated Timber (CLT) to unlock the full potential of mass timber construction. Our hands-on involvement with industry and academic leaders, including the University of Galway's Timber Engineering Research Group, and our engagement and involvement with Construct Innovate underline our dedication to advancing sustainability in the construction sector in Ireland.

We're also tackling the urgent issue of plastic and packaging waste head-on through our partnership with Responsible Plastic Management (RPM), a social enterprise which has created a verified plastic management standard by which we can measure our success.

Our approach at Sisk is grounded and interconnected, combining sustainable design, supply chain insights, and ongoing innovation to deliver solid results that align with the expectations of all stakeholders. It's a comprehensive process that spans from the initial idea to the final delivery, adhering to circular economy principles and driven by a commitment to practical and pioneering methods of work.



CLIMATE GROUP CONCRETE ZERO










CLIMATE GROUP STEELZERO

Additionally, we've become signatory members of ConcreteZero and SteelZero, and commit to using:



- 30% low carbon concrete by 2025
- 50% low carbon concrete by 2030 and to procure and specify 50% "green" steel by 2030
- 100% net zero concrete and steel by 2050






Click to learn more about our ConcreteZero and SteelZero commitments [LEARN MORE](#)

Progress against our 2030 Sustainability Roadmap

-  Tackling climate change and air pollution
 -  Caring for the environment
 -  Enhancing communities
 -  Leading on responsible business practices
 -  Innovation and digital technology
-
-  Achieved
 -  On Track
 -  Slightly off track
 -  Significantly off track

Climate change

<p>Related themes</p> 	<p>Sponsor</p>  <p>Paul Brown, CEO</p>
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01	We will reduce our carbon intensity by 25% from our 2019 baseline by 2023	
02	We will reduce our carbon intensity by 50% from our 2019 baseline by 2026	
03	We will achieve a CDP A rating Climate by 2022	
04	We will achieve carbon neutral status in 2021 by offsetting the emissions from our operations through internationally accredited carbon reduction schemes	
05	We will achieve carbon neutral status by 2030	



Key achievements



- Science Based Targets validated by SBTi in September 2023.
- Submitted first report to SteelZero outlining the volume of reinforced steel directly purchased by Sisk in the reporting period.
- Actively contributed to the rollout of the ConcreteZero reporting framework impacting the wider industry.
- Over 80% of projects in Ireland transitioned to hydrotreated vegetable oil (HVO) fuel.
- 2.4 million litres of HVO used across Ireland and the UK reducing emissions by over 6,600 tCO₂e in 2023.
- Established our Integrated Sustainable Solutions team and recruited carbon managers to support our net zero ambition. CDP A+ achieved.
- Published Task Force on Climate-related Financial Disclosures (TCFD) statement in 2023 Sustainability Report.
- 30% increase in CapEx spend on next generation plant and equipment that uses HVO and battery technology.
- Commenced Exemplar Project Standard roll out across business units

Next steps

- Continue transition to HVO in Ireland and commence monitoring of supply chain uptake.
- Broadening energy efficiency projects such as implementation of battery and generator systems.

Electric vehicles

<p>Related themes</p> 	<p>Sponsor</p>  <p>Ger Penny, CFO</p>
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06	By 2024 50% of the vehicles in our fleet will be electric	
07	We will eliminate internal combustion engine powered vehicles from our company car fleet by 2030	



Key achievements




- 20.1% of total company fleet are now either Electric Vehicles (EV) or Plug-in Hybrid (PHEV), up from 15.4% in March 2023.
- 75.9% of all cars are EV/PHEV (41.2% including vans and 4x4s) in the UK.
- 37.8% of all cars are EV/PHEV (13.7% including vans and 4x4s) in Ireland.
- Average range across our EV fleet is 450km on a single charge, with longest range now over 600km.
- 18 vehicle charging points installed at our new head office in Dublin.

Next steps

- Continue to examine the feasibility of replacing our ICE van/4x4 fleet with electric.
- Ensuring that the PHEVs introduced to our fleet in Ireland and the UK are used in the most carbon efficient manner
- Introduce a salary sacrifice scheme for EV drivers in the UK who are not in the company car scheme.
- Publish new starter guide to support EV decision making and remove any EV related anxiety.
- Implement enhanced car allowances for grey fleet EV drivers.

Caring for the environment

<p>Related themes</p> 	<p>Sponsor</p>  <p>Sean Fitzpatrick, Director of HR</p>
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08	We will plant 1.7 million trees as native woodland in Ireland, the UK and wider Europe by 2029	
09	We will establish sustainable partnerships supporting the successful restoration of peat bogs	
10	We will reduce our potable water use intensity by 50% by 2025 against our 2019 baseline	

Key achievements

- 458,710 native trees planted in Ireland and mainland Europe in 2023 - taking the total to 839,530.
- Partnered with Green Restoration Ireland on bog restoration in Co. Offaly.
- Sisk and supply chain partner Speedy Hire joined forces to fund peat bog restoration with the North Pennines National Landscape team (£10,000 donation).
- Potable water use intensity reduced by 25.4% against baseline (3.26m³/€100k).
- Installation of smart water meters saving over one million litres of water in 2023.

Next steps

- Identify further volunteering opportunities for peat bog restoration and tree planting in Ireland and the UK.
- Continue to install smart meters and identify and prevent high water consumption occurring during construction.

Supply chain, packaging and waste

<p>Related themes</p>  	<p>Sponsor</p>  <p>Donal McCarthy, COO - Data, Life Sciences and Technology</p>
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11	We will reduce our waste intensity by 50%, when measured against our 2019 baseline, by 2025	
12	All operations will be undertaken with Zero Avoidable Waste by 2028	
13	We will eliminate the use of single use plastics in all our operations by 2023	
14	We will successfully embed circular economy principles into strategic business planning by 2023	
18	We will successfully embed the ISO 20400 Sustainable Procurement principles into our way of working by 2022	

Key achievements

- Independent verification of alignment with ISO 20400 received.
- 15% reduction in waste intensity against baseline (1.14 tonnes / €100k).
- 3% increase in waste diverted from landfill against baseline.
- Plastic management initiatives rolled out including use of bailers, waste contractor audits and polystyrene recycling.
- Gap analysis against BS 8001 circular economy principles conducted and business circularity maturity assessed.
- Checklist developed and being used across the business to eliminate single use plastics.

Next steps

- With our Vantage project having achieved the status of the first construction site to realise 'Zero Plastics to Landfill' certification in 2024, we will apply the learning to other projects across the business to also target certification.
- Work with the environmental champion network to target reduction of single use plastics on our sites and at our offices.
- Work closely with Responsible Plastic Management to embed plastic management standard into business management systems targeting Responsible Plastic Management certification.
- Create a circular economy guide to provide pre-construction and operations teams knowledge with further knowledge to embed circular economy into our projects.

Progress against our 2030 Sustainability Roadmap



Tackling climate change and air pollution



Caring for the environment



Enhancing communities



Leading on responsible business practices



Innovation and digital technology

Achieved

On Track

Slightly off track

Significantly off track

Health & safety

<p>Related themes</p>	<p>Sponsor</p> <p>Wayne Metcalfe, Director - Health, Safety, Sustainability and Quality</p>
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15 We will achieve an independently assessed health and safety maturity of 'Calculative' by 2023 ●

16 We will achieve an independently assessed health and safety maturity of 'Proactive' by 2025 ●

Key achievements

- 2023 DEKRA assessment completed, two out of three divisions moved to the 'calculative' step.
- Commenced delivery of Safe-Safer-Sisk programme, with over 200 employees participating in programme.
- Launched our integrated HSSQ dashboard.

Next steps

- Establishing specific divisional action plans to address the findings of 2023 DEKRA assessment in preparation for the next assessment in 2025.
- Continuing the implementation of Safe-Safer-Sisk programme across the entire business and our supply chain.
- Harnessing data from HSSQ dashboard to facilitate effective knowledge sharing and improved performance.

Social value

<p>Related themes</p>	<p>Sponsor</p> <p>Steven McGee, COO - Ireland and UK</p>
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17 We will increase our added Social Return on Investment by 5% year on year against our 2019 baseline ●

Key achievements

- €338m+ of social value generated in 2023 - an increase in over €100m from the previous year.
- Continued engagement with Social Enterprises and not-for-profit organisations - with over 20 in our supply chain.
- Published Sisk Volunteering Policy providing all employees the opportunity to avail two days to participate in volunteering activities each year.

Next steps

- Finalise management system social value procedure and documentation to further support social value implementation.
- Continue to develop and streamline reporting processes.

Equality, diversity and inclusion

<p>Related themes</p>	<p>Sponsor</p> <p>Maura Toles, Group Company Secretary and Chief Legal Officer</p>
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19 We will achieve the Irish Centre for Diversity Investors in Diversity Gold standard by 2023 ●

Key achievements

- Retained Investors in Diversity Silver status following employee survey conducted in April 2023.
- 179 employees completed 'It's only banter' workshops during 2023.
- True Colours / LGBTQ+ Employee Resource Group launched.
- Finalised our 3-year EDI strategy 'Inclusion & Belonging Compass'.
- Commenced awareness raising through webinars on topics of neurodiversity and fertility.

Next steps

- Mobilise True Colours to plan and deliver a suite of events in 2024.
- Continue to collaborate with the recruitment function on inclusive recruitment practices.
- Continue roll out of 'It's only banter' workshops, with new facilitator-group trained to reach of more employees.
- Create and build a dedicated EDIB Hub on Sisk intranet as a resource centre for colleagues.
- Commence creation of the EDIB Allies network throughout the business to support operationalisation of our EDI strategy.
- Host an external EDIB event in Ireland.

Innovation and digital technology

<p>Related themes</p>	<p>Sponsor</p> <p>Donal McCarthy, COO - Data, Life Sciences and Technology</p>
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20 By 2021 we will have successfully transitioned from our BIM Level 2 certification to be certified as 'BIM Ready' against the requirements of ISO 19650 ✔

21 By 2025 we will have 10 data apprentices working in 'earn and learn' positions ●

Key achievements

- Five data apprentices in 'earn and learn' positions during 2023 (with a further four who have completed the programme to date).
- Sisk Data Academy with 100 members and a technical library with 40 videos spanning 15 hours of content.

Next steps

- Continue to expand the Sisk Data Academy.
- Continue engagement of more data apprentices.

Tackling climate change and air pollution



Driving energy efficiency and reducing our carbon footprint as we work towards carbon neutrality and better air quality.

The built environment must play a significant role in tackling global carbon emissions. The World Green Building Council has highlighted this, attributing 39% of energy-related emissions to the construction and operation of buildings. To dissect these figures further, a substantial 28% emanates from the operational demands of our buildings – the energy to warm, cool, and electrify the places where we live and work, with the remaining 11% originating from the materials and processes that are used to construct the built environment. The Intergovernmental Panel on Climate Change¹ also places the construction industry centre stage, acknowledging its critical potential to enact sharp reductions in emissions by fast-tracking the decarbonisation of building practices and related processes.

At Sisk, we understand that with leadership comes the responsibility to pioneer an evolution in our industry's relationship with our planet's ecological boundaries. With an eye fixed firmly on the horizon of possibility, at Sisk, we are innovating and challenging the status quo and leveraging the company's position to forge a path towards a sustainable legacy that stands the test of time and change. Acknowledging the pivotal role that energy management plays in sustainability, our energy management system has been certified to the internationally recognised ISO 50001 since 2015. This strategic decision has been instrumental in sharpening our ability to monitor, analyse, and ultimately reduce our consumption and enhance our energy efficiency across every facet of our operations.

By championing improvement programmes, standardising the use of hydrotreated vegetable oil (HVO), reengineering our approach to temporary electrical setups, and introducing submetering at

our sites, we've honed in on and continue to phase out wasteful practices. Employing telematics technology for our plant vehicles has further sharpened our precision in eradicating inefficiencies. This vigilant approach to measurement has not only allowed us to implement impactful energy efficiency and carbon reduction strategies but also to uncover the more challenging opportunities for reduction that lie ahead.

In line with our 'Breaking New Ground' strategy launched in 2023, we initiated a new role within the company and welcomed a Head of Carbon Engineering to champion our net zero objectives. This role and team are integral to advancing our company-wide plan, which aims to consistently reduce our carbon footprint each year and achieve our net zero goals for the future.

¹worldgbc.org/article/implications-ipcc-report-built-environment/

Task Force on Climate-related Financial Disclosures (TCFD) statement



As a leader in the industry, Sisk recognises our responsibility to act on climate change and to be at the forefront of positive change, where we understand the risks and opportunities posed to our business in this regard.

Over the last year we have had our carbon emissions target approved by the Science Based Targets initiative (SBTi) in line with a 1.5°C global warming scenario and are committed to achieving net zero. We have also achieved an A- score in our Climate Change CDP response placing us within 'Leadership' level.

This statement is consistent with the requirements of all 11 TCFD Recommendations and Recommended Disclosures, and we can confirm we have made climate-related financial disclosures for the year ending 31 December 2023 in relation to governance, strategy, risk management and metrics and targets.

We have continued to evolve our approach ensuring climate-related considerations are further embedded into our longer-term strategic decisions, whereby this statement is our first TCFD disclosure.



Governance (TCFD continued)

Board of directors oversight.

Our board of directors are responsible for setting our sustainability strategy of which one of our five themes is 'Tackling climate change and air pollution', which is also closely linked to our other themes (see page 3).

Our board of directors also set our company strategy 'Breaking New Ground', where net zero is a strategic priority. Monthly board meetings include a review of economic, environmental, and social topics and their impacts, risks and opportunities, where this year has focused on the progress against our climate-related targets

including the approval of our science-based targets (SBT) and operationalising our 2030 Sustainability Roadmap. Furthermore, over the last year the board increased their understanding of the TCFD recommendations with a workshop delivered by an external sustainability consultancy in collaboration with our sustainability team, which has supported them in their review of this disclosure.

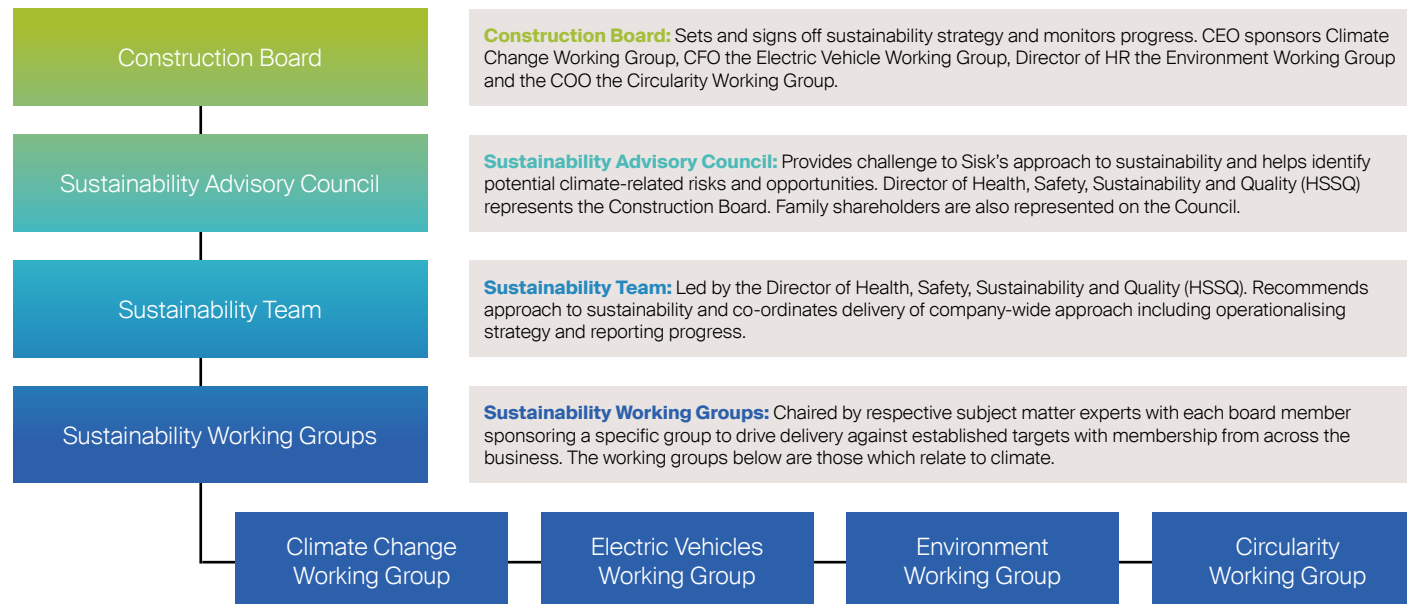
In addition, quarterly risk and opportunity review meetings take place which include delving deeper into the impact of climate risks.

Roles, responsibilities and accountability

Our Audit and Risk Committee support the board in managing risk and have responsibility for ensuring the effectiveness of our internal control and risk management policy. Our board is supported by our external Sustainability Advisory Council, who are a group of expert advisors and thought leaders in sustainability and construction, where our Director of Health, Safety, Sustainability and Quality (HSSQ) represents the board on the Advisory Council. The Council challenges us to push the boundaries and supports us to identify potential risks and opportunities that could affect our business and our supply chain in the short, medium and long-term.

The sustainability team, led by our Director of HSSQ are responsible for co-ordinating the delivery of our 2030 Sustainability Roadmap and updating climate risks, collaborating with all areas of the business to ensure appropriate plans are in place. Furthermore, we operate eight working groups, with each board member sponsoring a specific group. Two of these directly relate to climate – our Climate Change Working Group (sponsored by our CEO) and our Electric Vehicles Working Group (sponsored by our CFO). In addition, we are establishing a Sustainability Reporting working group comprised of members of the sustainability, strategy, risk and finance teams to continue to evolve our disclosures such as TCFD and in readiness for the requirements of CSRD.

Our senior leaders are committed to taking action to address climate change risks with climate-related targets, including a reduction in our carbon intensity, linked to Long-Term Incentive Plans (LTIP).



Strategy (TCFD continued)

Identifying climate-related risks and opportunities.

We've identified climate risks and opportunities against transition risks (to transition to a low carbon economy) and physical risks (physical impacts of climate change).

We've considered these over the short (< 1 year), medium (1 – 10 years) and long-term (10 – 30 years) against three science-based scenarios from the Intergovernmental Panel for Climate Change (IPCC) aligned with Shared Socioeconomic Pathways (SSPs):

- Strong mitigation - carbon emissions decrease and global temperatures rise by less than 2°C (1.8°C) (SSP1-2.6)
- Middle of the road - emissions continue to rise before decreasing and global temperatures rise by more than 2°C (2.4°C) (SSP2-4.5)
- High emissions - emissions peak and global temperatures rise by more than 4°C (4.3°C) (SSP5-8.5)

We have used SustGlobal platform to assess physical risk which considers a range of climate risks over different time horizons to 2080. The physical risks analysed relate to wildfire, flood, sea level rise (SLR), cyclone, heat wave and water stress.

From the locations assessed in Ireland (Dublin and Cork), the UK and Sweden the table below shows our maximum physical risk exposure over the years to 2050.

With current emissions on a warming trajectory of 2.7°C, this would mean a risk exposure between the 'Middle of the road' and 'High emissions' scenarios, where these locations would be at medium risk of flood and sea level rise impacts. In the 'High emissions'

scenario, there is also a medium risk of water stress. The SustGlobal model also provides the Value at Risk (VaR) to assets arising from fire, flood and cyclone, however is not currently suitable for projects and operations. For our fixed offices, this percentage remains below 1% in both the 'Middle of the road' and 'High emissions' scenarios through to 2050 – however increases from 2050 to 2080.

Transitional risks are assessed against both current and anticipated future legislation as well as market and customer demand.

Term	How Sisk defines		Wildfire	Flood	SLR	Cyclone	Heatwave	Water stress
Short (< 1 year)	Aligned with our annual business planning and budget process to ensure appropriate resource for mitigating and adapting to climate change is identified each year, where actions are included within our annual strategy.	Strong mitigation (SSP1-2.6)	Low	Medium	Low	Low	Low	Low
Medium (1 - 10 years)	Taking action now to meet our near-term science-based carbon reduction target as part of our 2030 Sustainability Roadmap.	Middle of the road (SSP2-4.5)	Low	Medium	Medium	Low	Low	Low
Long (10 - 30 years)	Starting to plan actions now to meet our long-term science-based carbon reduction target.	High emissions (SSP5-8.5)	Low	Medium	Medium	Low	Low	Medium

Strategy (TCFD continued)

Identifying climate-related risks and opportunities.

Scenario	Short (< 1 year)	Medium (1 - 10 years)	Long (10 - 30 years)
Strong mitigation - global temperatures rise by less than 2°C.	Physical risks are low with the most significant physical risk to our operations being from flooding.	Physical risks remain low with the most significant physical risk to our operations being from flooding.	Physical risks remain low with the most significant physical risk to our operations being from flooding.
	Transitional risks are medium as legislation and customer demand for net zero buildings and infrastructure increases.	Transitional risks are high as legislation continues to emerge and customer demand increases to meet embodied carbon obligations.	Transitional risks remain high as increasing legislation and customer demand expected to continue.
Middle of the road - global temperatures rise by more than 2°C.	Physical risks are low with the most significant physical risk to our operations being from flooding.	Physical risks are medium. Whilst there is an increase in physical risk to our operations from flooding and sea level rise, the most significant physical risk relates to the countries from which our supply chain source materials.	Physical risks remain medium. Whilst there is an increase in physical risk to our operations from flooding and sea level rise, the most significant physical risk relates to the countries from which our supply chain source materials.
	Transitional risks are low as limited legislation or customer demand to reduce emissions.	Transitional risks are medium as some legislation continues to emerge and customer demand increases.	Transitional risks are high as increasing legislation and customer demand expected to continue, in addition to increased adaptation measures being required.
High emissions - global temperatures rise by more than 4°C.	Physical risks are low with the most significant physical risk to our operations being from flooding.	Physical risks are medium. Whilst there is an increase in physical risk to our operations from flooding and sea level rise, the most significant physical risk relates to the countries from which our supply chain source materials.	Physical risks are high. There is an increase in physical risk to our operations from flooding, sea level rise and water stress. The most significant physical risk relates to the countries from which our supply chain source materials.
	Transitional risks are low as no legislation or customer demand to reduce emissions.	Transitional risks remain low as no legislation or customer demand to reduce emissions.	Transitional risks are high as increased adaptation measures need to be implemented from changes in climate and physical risks.

Strategy (TCFD continued)

Assessing impact of climate-related risks and opportunities.

Following our internal control and risk management framework we assess the likelihood of risk occurring using a scale of one to five (where one is remote and five is virtually certain) and impact on our business if the risk was to crystallise (where one is insignificant and five is very significant) to determine both inherent (before mitigating actions) and residual risk (after mitigating actions).

	Risk	Inherent risk rating	Residual risk rating
Short-term (< 1 year)			
1	Physical impact of climate change (primarily flooding) means insufficient protection of assets and construction sites and increased operational delays	3	2
2	Increased cost of carbon offsets to maintain carbon neutral status	3	1
3	Failure to offer our customers net zero buildings and infrastructure leading to loss of revenue	9	4
Medium-term (1 - 10 years)			
4	Physical impact of climate change (primarily flooding and sea level rise) means insufficient protection of assets and construction sites and increased operational delays	8	4
5	Lack of physical risk assessment of our supply chains including how locations / countries where they source materials from will be impacted by climate change	16	9
6	Continued dependence on fossil fuels to power our construction sites, plant and vehicles	12	4
7	Building regulations increasingly require low carbon and resilient solutions	12	4
8	Increased demand for low carbon materials / technology reduces their availability	12	6
9	Carbon tax increases price of materials	6	3
10	Board and management teams make inappropriate decisions due to lack of knowledge on climate-related topics	9	4
11	Net zero plan is not appropriately funded and financed or incorporated within long-term resource allocation	12	6
12	Systems and process insufficient to provide good quality climate-related data and information to support decision making	9	6
13	Without climate-related objectives and performance built into employee remuneration, targeted goals are unlikely to be achieved	9	6
14	Not achieving our near-term science based target	15	6
15	Increased cost of carbon offsets to maintain carbon neutral status	8	6
16	Failure to offer our customers net zero buildings and infrastructure leading to loss of revenue	16	6
Long-term (10 - 30 years)			
17	Physical impact of climate change (primarily flooding and sea level rise and potentially water stress) means insufficient protection of assets and construction sites and increased operational delays	12	6
18	Not achieving our long-term science based target	15	6
19	Increased cost of carbon offsets to reach net zero	12	9
20	Failure to offer our customers net zero buildings and infrastructure leading to loss of revenue	20	8

Strategy (TCFD continued)

Addressing our climate-related risks and opportunities.

Our assessment concluded that our business is currently not highly exposed to physical risks, however these have been identified as a new and emerging risk as part of our risk register as we continue to see more extreme weather events in Ireland, the UK and our European operations and these become more relevant in the long-term under the ‘High emissions’ scenario. Our transition risks are material in the short and medium term as we expect increasing policy and regulation in addition to market and customer demand.

We are addressing these risks and opportunities through four priorities which are important components of our 2030 Sustainability Roadmap and ‘Breaking New Ground’ strategy:

- Decarbonising our operations (2030 Sustainability Roadmap)
- Transitioning to electric vehicles (2030 Sustainability Roadmap)
- Reducing our environmental impact (2030 Sustainability Roadmap)
- Engaging with our customers to deliver net zero buildings and infrastructure and resilience to climate change (‘Breaking New Ground’ strategic priority)

Decarbonising our operations

To reduce our contribution to climate change, we need to reduce the carbon emissions that we generate from and during the construction of our projects. This year we have had our carbon emissions target approved by the Science Based Targets initiative (SBTi) and continue to be committed to achieving net zero through progressing our plans.

We commit to:

- Reducing absolute Scope 1 and 2 greenhouse gas (GHG) emissions 100% and Scope 3 GHG emissions 28% by 2030 from a 2019 baseline (near-term target)
- Reducing absolute Scope 1 and 2 GHG emissions 100% and Scope 3 GHG emissions 90% by 2050 from a 2019 baseline (long-term target)

To meet our near-term science-based target we are:

- Enhancing consumption and efficiency monitoring with particular focus on eliminating unnecessary out of hours energy

consumption on our projects

- Eliminating the use of diesel and mandating the use of hydrotreated vegetable oil (HVO) on our sites
- Ensuring all electricity is procured from renewable sources
- Trialling new battery technologies and exploring the use of hydrogen
- Rolling out our Exemplar Project Standard to achieve high levels of energy efficiency

We continue to implement and evolve our sustainability and energy management system which is certified to ISO 14001 and ISO 50001. Furthermore, we maintain our carbon zero certification through the Achilles’ ISO 14064-1 Carbon Reduce Programme.

We are active in building relationships with our supply chain partners to understand their operations and prioritise engagement to drive further reduction in carbon emissions. As members of the Supply Chain Sustainability School, we work with our supply chain partners to build their skills required to reduce our contribution to climate change. Over the last year, we have become signatory members of ConcreteZero and SteelZero to further drive change in the industry. We held our Supply Chain Awards to recognise our supply chain partners who are helping us to achieve our purpose of creating places for future generations – including a net zero award, where celebrating our combined achievements is an important part of our culture. Further information is provided on pages 33-73.

Transitioning to electric vehicles

In 2019, we were the first contractor in Ireland to sign up to the EV100 initiative, committing to accelerate the transition to electric vehicles and set ambitious targets within our 2030 Sustainability Roadmap for 50% of the vehicles in our fleet to be electric by the end of 2024 and fully eliminate internal combustion engines by 2030. Further information is provided on pages 38-39.

Reducing our environmental impact

The waste that we generate also contributes to our carbon emissions and as part of our 2030 Sustainability Roadmap we have set a target to reduce our waste intensity by 50% by 2025 against

our 2019 baseline. Recognising that water stress could be a physical risk in a ‘High emissions’ scenario, we are continuing to mitigate water consumption as part of our 2030 Sustainability Roadmap where we have set a target to reduce our potable water use intensity by 50% by 2025 against our 2019 baseline. Further information on actions being taken and our performance is detailed on pages 48-52.

Delivering net zero buildings and infrastructure and resilience to climate change

We recognise the increasing demand from the market and our customers to achieve net zero where both embodied and operational carbon must be addressed. To credibly achieve net zero, embodied carbon must be minimised during construction and offset at completion and for operational carbon on-site renewables should be prioritised.

One of the strategic priorities of our ‘Breaking New Ground’ strategy is net zero - where we are taking actions to transform the mindset, culture and capability of our business to be leaders in the delivery of net zero buildings and infrastructure and taking a holistic, integrated approach to net zero, modern methods of construction (MMC), and digital transformation. To address this demand, over the last year we have developed an in-house sustainable design and carbon management team who have the expertise to provide diverse carbon optioneering strategies and collaborate with our design teams early in the design process, where we are able to integrate our BIM capabilities with performing whole life carbon assessments and identify opportunities to reduce embodied carbon.

Our Scope 3 emissions account for the vast majority of our carbon footprint, where we know that concrete and steel contribute a significant proportion of these emissions. We have therefore established technical forums for concrete and steel - working with our supply chain partners to research and develop new materials and construction methodologies to significantly reduce carbon. By joining the ConcreteZero initiative set by The Climate Group we have committed to using 100% net zero concrete by 2050, with two ambitious interim targets of using 30% low emission concrete by 2025 and 50% by 2030. By joining the SteelZero initiative also set by The Climate Group we have committed to using 100% net zero steel by 2050 with associated interim targets.

Risk management , metrics and targets (TCFD continued)

Climate change is identified as one of our risks with transitional risks being identified as a principal risk and physical risks being identified as a new and emerging risk - whereby it is therefore governed in line with our internal control and risk management policy.

Our strategic risk management process considers our business risk at both a company and divisional level, where climate-related risks and their impacts on our operations are included in each risk register. Risks are identified through a range of approaches including horizon scanning, risk workshops, external advisory council support, market intelligence and trend analysis. Risks are assessed and scored on a gross and net basis following evaluation of the mitigating controls in place, where mitigations are implemented to reduce the risk rating to within our 'risk appetite'. Some responses are direct and specific to a particular threat and others are more general and include the adoption of technology or change in business processes to adapt a risk.

Our internal control and risk management framework guides decision making throughout the business and determines levels of approval and identifies matters that need to be referred to our risk committee for review, including specific climate-related risks. This framework is particularly important when we are reviewing new work opportunities.

Our project delivery processes include risk management protocols – specifically they include an environmental and energy risk assessment, which considers climate-related risks and opportunities and is reviewed annually.

Targets

To address climate change risk, we have set ambitious climate-related targets within our 2030 Sustainability Roadmap – the headlines of which are summarised below:

Decarbonising our operations

- Near-term target: reduce absolute Scope 1 and 2 GHG emissions 100% and Scope 3 GHG emissions 28% by 2030 from a 2019 baseline
- Long-term target: reduce absolute Scope 1 and 2 GHG emissions 100% and Scope 3 GHG emissions 90% by 2050 from a 2019 baseline

Transitioning to electric vehicles

- 50% of vehicles in our fleet to be electric by the end of 2024
- Eliminate internal combustion engine powered vehicles from our company car fleet by 2030

Delivering net zero buildings and infrastructure and resilience to climate change

- Engage with 100% of our customers to offer sustainable solutions to help them achieve net zero and ensure that the products we provide are resilient to climate change

Activity against these targets is detailed on the pages that follow. In addition, our Streamlined Energy and Carbon Reporting (SECR) included in our Financial Report provides details of our energy consumption and carbon emissions.

Metrics

In addition to targets, we also monitor a number of climate-related metrics to review our risk assessment:

	2022	2023
Reduction in carbon intensity from a 2019 baseline	18%	49%
CDP Climate Change performance	B	A-
Total electricity from renewable sources	100%	100%
Percentage of site fuel which is HVO (direct purchase)	6%	69%

A milestone year

Sisk secures SBTi validation.

The Science Based Targets initiative (SBTi) champions the push for businesses to set robust, scientifically grounded targets to steer them toward a low carbon future. This initiative is bolstered by a collaboration involving CDP, the United Nations Global Compact, the World Resources Institute, and the World wide Fund for Nature, which propels companies into action.

As part of the We Mean Business Coalition's commitments, SBTi encourages the adoption of leading practices in setting targets, conducting independent assessments, and endorsing corporate goals that align with the latest climate science. These targets provide companies with a clear roadmap for reducing greenhouse gas emissions, aligning with the urgent aims of the Paris Agreement to cap global warming at 1.5°C above pre-industrial levels.

In alignment with our 2030 Sustainability Roadmap initiated at the close of 2020, Sisk committed to the SBTi, enhancing our pre-existing objectives and extending them to encompass specific Scope 3 targets. Given SBTi's reputation as the gold standard for establishing comprehensive Scope 1, 2, and 3 targets, it's noteworthy that many of our stakeholders – clients, suppliers, and competitors alike – have also embraced science-based targets.

In early 2022, Sisk presented our GHG reduction targets to the SBTi, submitting two targets as Scope 3 emissions represent a significant portion (more than 40%) of our total emissions. Following an in-depth validation procedure, our targets received the SBTi's endorsement.

The SBTi Validation Team recognised Sisk's Scope 1 and 2 emissions targets as aligning with the 1.5°C trajectory, the highest level of ambition classified under the SBTi framework.

What is our validated target?

Sisk is dedicated to a future of zero emissions. We pledge to cut all direct and indirect GHG emissions (Scope 1 and 2) completely by 2030, from a baseline year of 2019. Additionally, we are targeting a 28% reduction in the broader emissions from our value chain (Scope 3) over the same period. This commitment considers biogenic emissions and removals, factoring in the impact of bioenergy feedstocks.

What's next?

In line with the SBTi Criteria, Sisk must review its targets against the latest criteria and guidance in five years and, if necessary, recalculate and revalidate for continued recognition by the SBTi.



// SUSTAINABILITY IN ACTION

CDP A

Sisk is delighted to have achieved an A- (A minus) score in our Climate Change CDP response in 2023, placing us within the 'Leadership' level. Our business is embracing opportunities and innovations to reduce our carbon footprint and we will continue to strive to reach the Climate Change A List

We are on a journey and our latest CDP result saw us increase our score from a B to an A- . We are particularly pleased as CDP have increased their response expectations for all those submitting, and this is our highest score since we started responding.

We set ourselves a target in our 2030 Sustainability Roadmap to achieve an 'A' and we are now one step closer to achieving that. A company cannot achieve an A unless their targets have been validated by the SBTi – and at the time of our submission (July 2023) we did not have our targets validated by SBTi. Having achieved validation in September 2023, we believe this places us in a strong position in the sector, where we have always tried to lead our industry.



Building sustainably

Sisk's journey to ConcreteZero and SteelZero.

In 2023, we kick-started our embodied carbon in Concrete Forum, driven by our commitment to modern methods of construction (MMC) and achieving our net zero goals. This forum brings together different parts of our business, such as design, engineering, and procurement, all focused on sustainable practices.

This initiative aligns with our wider strategy to reduce the carbon footprint of the concrete we procure, as outlined in our 2030 Sustainability Roadmap.

Our aims are clear:

1. Understand the embodied carbon currently in the concrete designs we procure and build with a view to optimisation.
2. Explore, support execution, and share knowledge of cement alternatives (materials and designs) that can be employed currently on our projects and that align with best practice.
3. Support research and development of future alternatives to cement as regulations evolve rapidly.

The forum has made significant progress, obtaining funding from Construct Innovate in Ireland, in partnership with Trinity College Dublin (TCD), to test and trial pioneering low carbon cement alternatives. This effort is the result of two decades of research at TCD. The innovative product, created from industrial waste, is set for testing on non-permanent structures at selected Sisk sites. While not yet cleared for use in permanent structures under current Irish regulations, certification authorities are keen to expand low carbon options and are actively working with us to ensure thorough testing and compliance in anticipation of National Standards Authority of Ireland (NSAI) submissions.

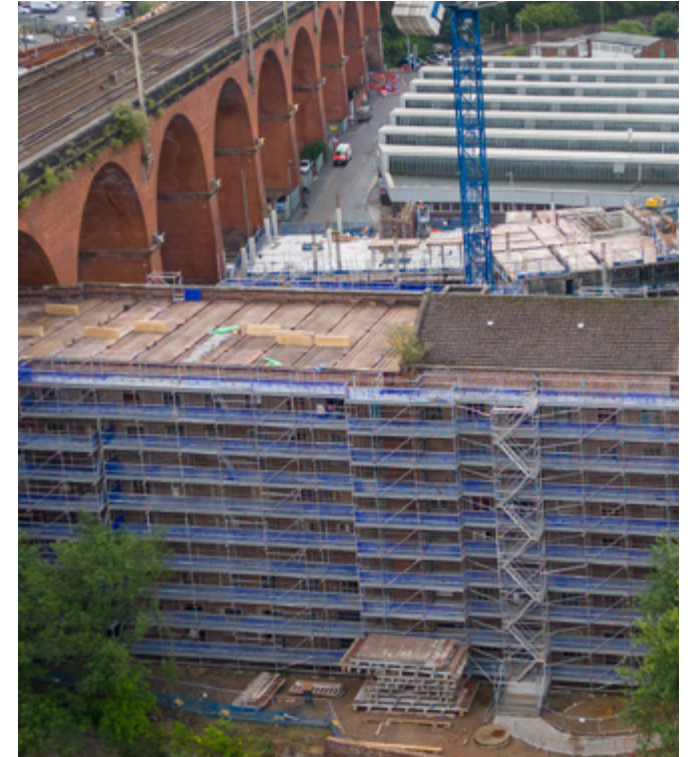
The forum's work is supporting Sisk to achieve our ConcreteZero milestones. These targets require all our business units to work towards specifying and procuring low embodied carbon concrete (30% by 2025, 50% by 2030 and 100% net zero concrete by 2050).

SteelZero - navigation industry evolution and decarbonisation

The initial guidance framework for the SteelZero initiative is evolving, as is the commitment framework.

Addressing embodied carbon is a significant challenge, with current estimates suggesting a cost of \$3 trillion for industry-wide decarbonisation. While it's a substantial undertaking, Sisk remains steadfast in navigating this work in progress as part of our journey to sustainability.

We're also keenly aware that our clients are now more attentive to embodied carbon - the total carbon footprint of materials throughout their life cycle and are committed to supporting their ambitions to reduce this. SteelZero is actively determining ways to progress alongside the industry's development, and we will work to support these endeavours and advocate and align with the ongoing work.



“

“Concrete is an essential material and has been for thousands of years but modern day industry is responsible for 8% of total global carbon emissions. Sisk, along with other leaders in construction recognises that we have a responsibility to reduce our impact on the climate and influence the wider industry. By joining the ConcreteZero initiative we have made public our commitment to track and report on the embodied carbon of our concrete and utilise low carbon concrete alternatives in our projects.”



KEITH O'FLYNN
GROUP SUPPLY CHAIN SUSTAINABILITY MANAGER

Identifying and implementing energy efficiency measures

Over the last year, the energy management and building services teams at Sisk have continued to work together to reduce electricity usage during non-operational hours across the business.

Initially, an exhaustive analysis by the energy management team revealed an opportunity – more than half of the electricity was being used when a site was closed, standing at an average of 54% of energy being consumed outside of operational hours. A thorough inspection revealed that all 10 kVA transformers were powered on constantly, each drawing 1.2 kW, regardless of whether they were in active use. Given that over 60 transformers were installed across the site, they accounted for the bulk of our energy usage.

This pattern wasn't isolated; we discovered it was a common issue across other sites. Although the team could track the amount and when the energy was consumed, identifying which specific loads were active was challenging. To tackle this, Sisk partnered with the Sustainable Energy Authority of Ireland (SEAI) to secure funding to install a substantial number of electrical submeters. These meters now provide detailed insights into which systems use power and when allowing for more targeted energy-saving measures.

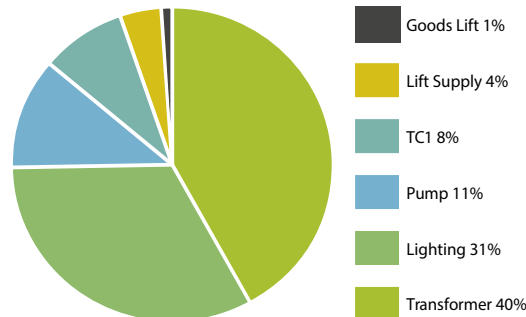
A key finding from this particular project was that 85% of the electricity used outside of regular working hours was attributable to transformers, lighting, dewatering pumps, and a tower crane. These preliminary figures, representing four months of data, precede the release of the full report, which will be published in due course.

In parallel with this, a project within our UK South business has been pioneering our Exemplar Project Standard, which is a key component of Sisk's net zero strategy. This project has challenged standard practices for temporary electrical setups, where their efforts have reduced power usage outside of operational hours by 29%.

To enhance energy efficiency, the following strategies were implemented:

- Electrical loads were categorised into 'essential' and 'non-essential' allowing for better control over energy use.
- For optimal energy distribution, 5kVA transformers are now used specifically for lighting, while 7kVA transformers are reserved for powering equipment.
- All lighting has been upgraded to include sensors for more responsive and efficient energy use.
- Advanced metering systems were introduced to precisely track and optimise energy performance.

Looking ahead, efforts are underway to develop innovative smart distribution boards that will incorporate both metering and cloud-based control mechanisms. This technology aims to surpass the power reduction achieved to date.



// SUSTAINABILITY IN ACTION

Sisk's Eco Welfare Offices

Sisk has taken a significant step forward in our green initiatives by expanding the use of innovative eco welfare offices. These units are a leap towards enhancing sustainability and operational efficiency in construction. Replacing older units, Sisk has undertaken a process to replace these as they become redundant with eco welfare offices. Currently having two towable units, which are smaller, and two static units, Sisk is providing essential facilities for our workforce and a more enduring and energy-efficient solution for our projects.

The larger eco welfare units are equipped with solar panels, battery banks, and solar inverters, creating a self-sufficient unit that serves multiple uses. These units offer necessary amenities like toilets, an office space, a kitchen, and changing rooms and do so with a reduced environmental footprint. The smaller, towable units, also equipped with solar panels, feature the primary uses of kitchen, office and toilet facilities. Both sizes of units have a highly efficient HVO-fuelled heating system, eliminating the need for generator power. The eco welfare units are also heavily insulated, maintaining warmth and reducing the need for heating.

A vital aspect of the eco welfare units is the educational component. Visuals on the units highlight the features, such as the solar panels, and an interactive screen inside shows the real-time solar energy generation, engaging and educating workers on the benefits of renewable energy and supporting a cultural shift towards embracing new technologies.

These eco welfare offices are a testament to Sisk's commitment to tackling climate change and air pollution. They demonstrate how embracing innovation and technology can lead to practical solutions contributing to a more sustainable construction industry.



Sisk's sustainable power solutions

Sisk is striving to lead the charge in sustainable construction with a pioneering power supply solution that embodies our commitment to innovation and environmental responsibility.

At the heart of this initiative is a bespoke hybrid generator and battery bank system integrated with a solar inverter. This system is in use at one of our larger project site compounds. In a significant stride towards energy efficiency, this advanced system supports up to 12 solar panels, and in 2023 alone, it cut electricity usage by an impressive 50%. The battery bank is the cornerstone of this system, cleverly drawing power from the most sustainable sources available. It prioritises solar energy, taps into the grid when necessary, and resorts to generators (which use HVO) only when absolutely necessary, thereby cutting carbon emissions and energy costs.

Looking ahead, Sisk is reaching out to suppliers to progress the availability of advanced power supply units in the Irish market. These units would combine solar panels, generators, and batteries to significantly reduce energy usage and carbon emissions. Through the adoption and advancement of solar and battery technologies, we're not only transforming our own operations but also laying the blueprint for the industry.

Shifting to battery-powered equipment

Over the past two years, Sisk is proud to have taken a transformative leap in sustainable construction by integrating battery-powered equipment into our operations, beginning with the deployment of an electric telehandler in April 2022. This move is part of Sisk's broader strategy to enhance sustainability and operational efficiency across its sites. At Dublin's Coopers Cross site, the JCB 525-60e telehandler, which is capable of carrying a 2.5-tonne load and powered by a 24kWh battery pack, proved its worth, matching its diesel counterpart in performance while markedly cutting carbon emissions - providing a reduction in carbon emissions of 22 tonnes over the 1,500 hours of operation, and reducing noise pollution. Notably, JCB has also recognised the model's success at Coopers Cross as the new industry benchmark for its battery-powered telehandler. The successful implementation of the electric JCB telehandler clearly reflects Sisk's commitment to sustainable practices and a company culture that is receptive to innovation. Bolstered by the success, we are expanding our fleet with another electric unit, showcasing a strategic shift towards environmentally friendly equipment.



In addition, Sisk is also experimenting with battery-powered tower cranes and will continue to explore the most effective and operationally viable green energy technologies.

Beyond battery power, the team is also actively exploring alternative energy solutions, including hydrogen. This commitment extends to collaborating with industry bodies to promote and integrate these technologies into mainstream use.

Carbon neutrality

Achieving carbon neutrality in 2021 was just the beginning for Sisk.

Our commitment extends through partnerships with globally recognised carbon reduction programmes, certified by Achilles, to foster a range of initiatives across the world. From supporting solar power in India to tropical wind power in Thailand, we're laying the groundwork for a sustainable footprint. Our aim is clear, to accomplish true carbon neutrality by 2030, moving beyond offsets to achieve significant change in our company and across our operations.

Advancing our journey to fully adopting alternative fuels

In our effort to cut Scope 1 emissions from operations, Sisk made a pivotal shift in 2022, transitioning from diesel to hydrogenated vegetable oil (HVO) at all UK sites.

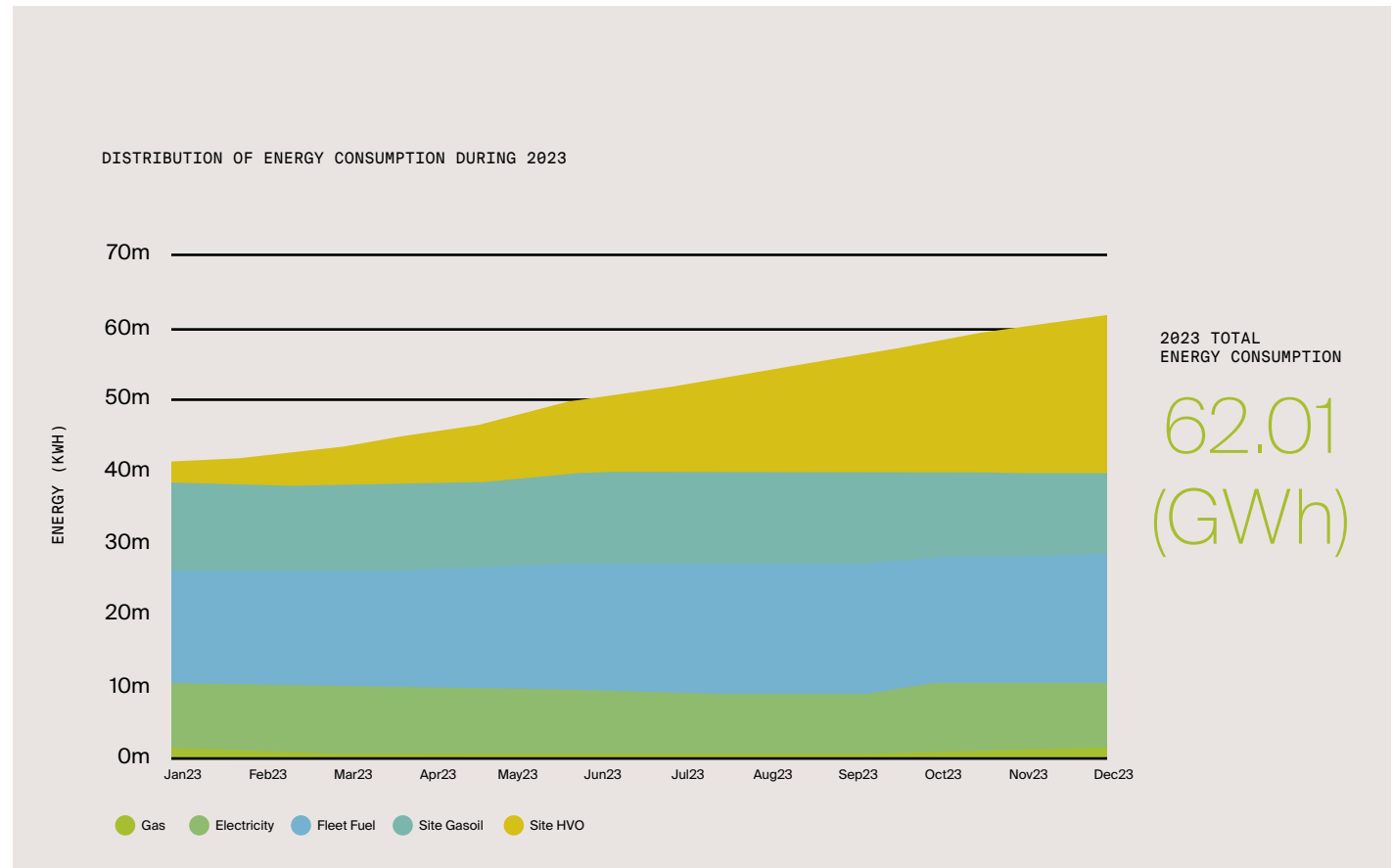
This strategic pivot also saw the successful start of HVO importation to Ireland through collaborative efforts with our suppliers. While we experienced supply issues in 2023 and were unable to acquire the amount of HVO we required for all projects, we were still able to achieve a significant outcome with over one million litres of HVO being used on 55% of our projects in Ireland during the year, saving 2,963 tonnes of carbon emissions.

Our UK projects have completely transitioned to HVO, resulting in saving over 3,600 tonnes of carbon emissions in 2023.

HVO is a sustainable, biodegradable, and renewable fuel that can reduce the emissions of GHGs by over 90%. It is also 100% interchangeable with fossil fuel derived diesel, making it a transitional fuel option that yields significant emissions savings. All of the HVO we procure is certified by the International Sustainability and Carbon Certification (ISCC) initiative. Adopting HVO marks a significant milestone in our journey to reduce carbon emissions, acknowledging, nonetheless, that this initiative is part of a broader, wove towards a zero carbon future.

Energy efficiency

In 2023, Sisk consumed 62.01 GWh of energy. This marked a 49% decrease in mandatory carbon emissions intensity compared to our 2019 baseline. This decrease was achieved across a range of energy sources, including electricity, gas, HVO, diesel, petrol, and gas oil.



Tracking our emissions

Sisk selected 2019 as the baseline year for measuring carbon reductions against, with this being the first year that verification of our emissions was achieved through the Achilles Carbon Reduce Programme, in accordance with ISO 14064-1.

As required by this programme our emissions inventory includes Scope 1, 2 and mandatory Scope 3 emissions. Our selected Scope 3 emissions are comprised from actual data, with this used to calculate emissions from fuel and energy related activities, waste generated in operations, and business travel.

Our externally verified emissions inventory for our baseline and reporting years also includes our Scope 3 emissions from purchased goods and services [material purchases, subcontract services and water supply], fuel and energy related activities not included in Scope 1 and 2 [Client supplied electricity including transmission and distribution losses, and subcontract fuel], upstream transportation and distribution [road freight], waste generated in operations and water treatment, business travel [hotel accommodation] and employee commuting. Work is currently ongoing to capture further actual data, and where not available estimates of the relative emissions from these sources have been included in our baseline and subsequent reporting years. For clarity 'downstream transportation and distribution' has not been included in our inventory as this category is not applicable to our operations due to Sisk providing project management and construction services, and do not own or sell the end products.

The Achilles Carbon Reduce Programme has independently confirmed our GHG emissions. The data presented provides a detailed look at our Scope 1, 2, and 3 emission metrics since 2019 (our baseline year).

Emission source and scope	2019	2020	2021	2022	2023
Direct emissions (Scope 1 tCO ₂ e)	8,308 (Mandatory 8,308)	6,361 (Mandatory 6,361)	8,101 (Mandatory 8,101)	7,617 (Mandatory 7,617)	7,639 (Mandatory 7,639)
Indirect emissions from imported energy (Scope 2 tCO ₂ e)	2,637 (Mandatory 2,637)	1,961 (Mandatory 1,961)	2,508 (Mandatory 2,508)	2,149 (Mandatory 2,149)	2,191 (Mandatory 2,191)
Indirect emissions from purchased goods and services (Scope 3 Cat 1 tCO ₂ e)	541,701	535,938	464,166	472,932	761,476
Indirect emissions from capital goods (Scope 3 Cat 2 tCO ₂ e)	0	0	0	0	0
Indirect emissions from fuel and energy related activities (Scope 3 Cat 3 tCO ₂ e)	4,047 (Mandatory 159)	3,972 (Mandatory 69)	7,004 (Mandatory 151)	5,900 (Mandatory 162)	5,950 (Mandatory 162)
Indirect emissions from upstream transportation and distribution (Scope 3 Cat 4 tCO ₂ e)	8,909	13,900	10,769	13,280	14,380
Indirect emissions from waste generated in operations (Scope 3 Cat 5 tCO ₂ e)	3,237 (Mandatory 1,060)	3,265 (Mandatory 1,449)	1,378 (Mandatory 543)	2,756 (Mandatory 1,789)	3,030 (Mandatory 1,640)
Indirect emissions from business travel (Scope 3 Cat 6 tCO ₂ e)	2,706 (Mandatory 2,341)	1,627 (Mandatory 1,514)	1,754 (Mandatory 1,597)	2,514 (Mandatory 2,282)	2,449 (Mandatory 1,905)
Indirect emissions from employee commuting (Scope 3 Cat 7 tCO ₂ e)	1,258	946	349	2,112	2,270
Indirect emissions from upstream leased assets (Scope 3 Cat 8 tCO ₂ e)	0	0	0	0	0
Indirect emissions from downstream transportation and distribution (Scope 3 Cat 9 tCO ₂ e)	0	0	0	0	0
Indirect emissions from processing of sold products (Scope 3 Cat 10 tCO ₂ e)	0	0	0	0	0
Indirect emissions from use of sold products (Scope 3 Cat 11 tCO ₂ e)	0	0	0	0	0
Indirect emissions from end-of-life treatment of sold products (Scope 3 Cat 12 tCO ₂ e)	0	0	0	0	0
Indirect emissions from downstream leased assets (Scope 3 Cat 13 tCO ₂ e)	0	0	0	0	0
Indirect emissions from franchises (Scope 3 Cat 14 tCO ₂ e)	0	0	0	0	0
Indirect emissions from investments (Scope 3 Cat 15 tCO ₂ e)	0	0	0	0	0
Total gross emissions (tCO ₂ e)	572,802	567,970	496,038	509,261	799,385
Total mandatory emissions (tCO ₂ e)	14,505	11,353	12,907	13,999	13,539
Carbon intensity (Achilles mandatory boundary emissions)	10.60	7.75	8.98	8.72	5.39
Carbon intensity (All emission sources) (tCO ₂ e/€IM)	419	388	345	317	318

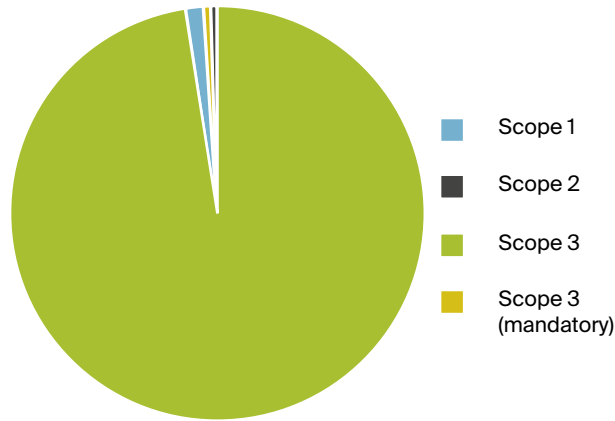


Carbon emission reduction plan

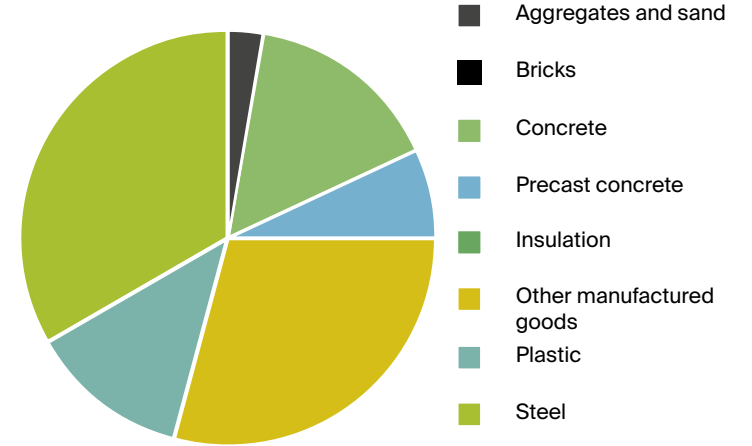
Our carbon intensity was 49% lower in 2023 than our 2019 baseline (Achilles mandatory boundary).

In 2023, we continued to increase the number of electric vehicles in our fleet and no longer offer internal combustion engine options for company cars in the UK and continued to improve and electrify the fleet in Ireland. Through our sustainability management system, we have made incremental gains in reducing our carbon footprint. All these efforts combined have resulted in a notable decrease in our carbon intensity.

Emissions by Scope (Location-based method) (tCO2e)



Emissions by activity (Location-based method) (tCO2e)



TCO²E

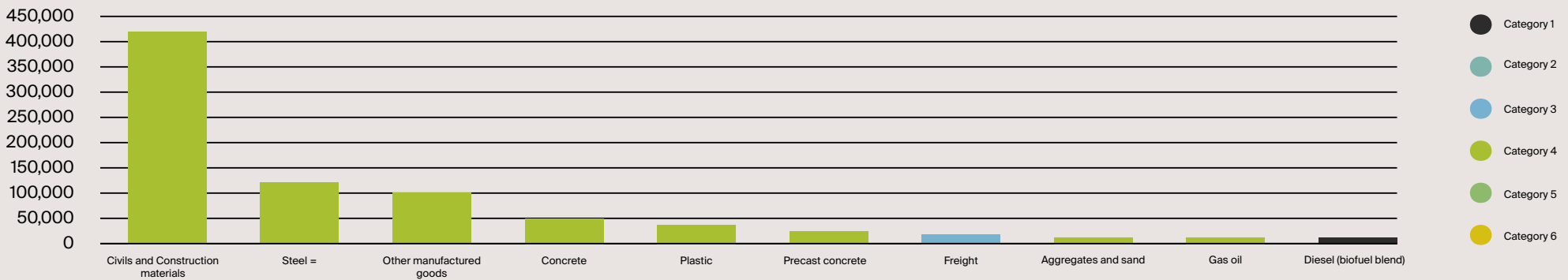


FIGURE 4: TOP 10 GHG EMISSIONS (TONNES CO₂E) BY SOURCE

Challenges in absolute emission reduction

In 2023, Sisk experienced substantial company growth which has significantly challenged an absolute reduction in carbon emissions.

We are proud of our business growth, as we are delivering on our purpose by creating places for future generations by building important infrastructure, responding to the housing crisis, supporting critical healthcare facilities and so much more. However, as a result, we are not where we need to be when addressing absolute emission reduction. Business growth of circa 50% over the last year has contributed to this, but also, we have encountered setbacks in decreasing emissions to the desired levels in several ways. Our lack of emission reduction in Scope 1 is partly because of HVO supply challenges in parts of Ireland. While we've worked closely with our suppliers to prioritise HVO for all projects, there have been instances where we've had to revert to gas oil due to supply issues. Nonetheless, our senior leadership team has mandated the exclusive use of HVO across our operations, and we are steadfast in our goal to ensure 100% HVO usage in Ireland by the end of 2024, building on our success of full HVO adoption in the UK since 2022. We know that HVO isn't the final answer for Scope 1 emission reduction, it is part of the journey, and we are constantly looking at ways to be more energy efficient through our Exemplar Project Standard including the use of solar power, early connection to the electricity grid, and investigating and trialling alternatives such as hydrogen generators at one of our projects in 2024.

In addition, we have been working hard to electrify our fleet and aim to have a fully electric fleet by 2030. At the end of 2023, electric vehicles (EVs) accounted for 23% of our fleet in Ireland and the UK, with the UK having achieved 42%. Our civil engineering in the UK has successfully trialled the use of electric commercial vehicles on site, with an increasing demand to acquire more to replace commercial vehicles currently powered by combustion engines. Our rail business trialled an EV van which had varied results, yet we remain hopeful for increased EV integration in 2024 to meet our operational needs. In Ireland, EVs comprise 14% of our total fleet. We've been analysing the slower adoption rate and found several factors at play. Employee concerns about charging infrastructure and range anxiety around the distance EVs can travel on a single charge are still among the challenges. Additionally, the evolving tax implications related to Benefit-in-Kind (BIK) for EVs present financial

uncertainties that we believe are discouraging employees from switching. We have experienced the accelerated adoption in the UK which is led by a clear BIK strategy until 2028. While there is no BIK on EVs currently in Ireland this will change in 2025 and will make a significant difference to an individual's monthly wage. We believe that a long-term consistent BIK rate for EVs, harmonised with that of commercial vans, would encourage adoption and support the government in achieving its own ambitious EV targets.

Scope 3 emission reduction

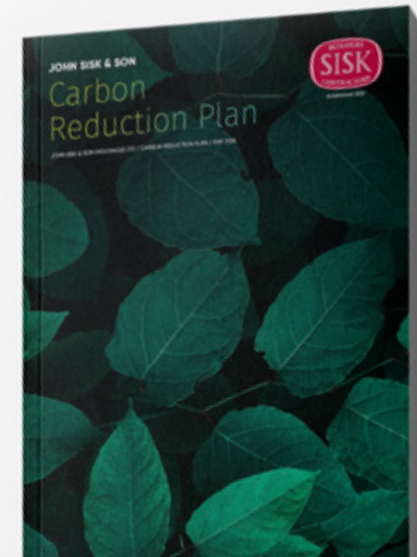
In 2023, we also experienced a significant growth in our Scope 3 emissions (circa 48%). With our Scope 3 emissions accounting for 98% of our footprint, we know and understand that it is incumbent on us to actively engage with our supply chain to support accelerated decarbonisation and encourage innovations. We must collaborate and promote a wider decarbonisation strategy across our supply chain and industry. Steel and concrete are significant contributors to our Scope 3 emissions, and we have established technical forums in areas these services to partner with our supply chain in the research and development of new materials, construction methodologies and operation to reduce carbon emissions.

We are founding partners of the Supply Chain Sustainability School in Ireland where the driving factor was to build on the school's success in the UK and to support and engage our Irish based suppliers and subcontractors enabling them to have free access to a range of tools and education to help with their sustainability journey too.

We have joined the ConcreteZero initiative as set by The Climate Group and have committed to using 100% net zero concrete by 2050, with two ambitious interim targets of using 30% low emission concrete by 2025 and 50% by 2030. We have also joined the SteelZero initiative, also set by The Climate Group and commit to buying and using 100% net zero steel by 2050 with an interim commitment to use, procure and specify 50% green steel by 2030.

The work cannot end there, while concrete and steel form a significant percentage of Purchased Goods emissions, we know we can make advances in other areas of our Scope 3 emissions such as business travel, waste related emissions and more.

Our decarbonisation journey continues, we are committed and resolute in our ambitions and will continue to be transparent with the challenges we encounter and share our successes to help those on their decarbonisation journey too.



Access our 2024 Carbon Reduction Plan for John Sisk & Son (Holdings) Limited

Caring for the environment



Steering sustainable management and use of natural resources whilst contributing to the circular economy to drive environmental improvement.

Each year, our pursuit of excellence in sustainability becomes more ingrained in our identity. By continually intensifying company-wide efforts to integrate innovative practices across every facet of our company, we're ensuring our commitment to environmental and operational integrity is not just about following procedures; it's about pioneering change.

By embracing the use of our environmental management system certified to ISO 14001, we do more than meet standards – we have embedded environmental stewardship into the core of our operations with every decision, from executive discussions to onsite developments, now an opportunity to advance our sustainability agenda.

Our management system adopts a proactive and precautionary approach, working diligently to reduce and eradicate any adverse outcomes that might result from site activities. We engage in meticulous risk assessment to safeguard every individual and uphold the integrity of our environment and the communities where we operate. Pollution prevention is not taken lightly; we are dedicated to ensuring that our operational practices and project executions resonate with and respect the local ecology of the areas we serve.

In line with our 'Responsible Procurement Policy', we engage in partnerships with our suppliers to forge supply chains that honour biodiversity, relying on established and esteemed sourcing and certification protocols. The active participation of our supply chain stakeholders is vital to realising our sustainability goals, and we are committed to deepening and expanding these collaborative efforts

to enhance our collective environmental stewardship. Our multifaceted sustainability team delivers expert guidance, knowledge, and specialised skills on key subjects pivotal to the success of our projects, such as:

- Project environmental management
- Early-stage sustainability considerations in construction, design, and planning
- Inspections and audits
- Management of dust, emissions, and odours
- Control of lighting, ambient noise, and vibration impacts
- Water resource management
- Preservation of ecology, safeguarding species and their habitats
- Fostering social value and active community involvement

At the core of our sustainability commitment is the unwavering drive to refine our methods, proactively tackling risks through proactive preparedness and innovation. Waste management, for example, is treated with heightened vigilance as a key compliance concern as we continuously review our progress and pursue opportunities to improve our performance. To solidify our dedication to environmental stewardship, we've established the pivotal role of Project Sustainability Champions. Entrusted with the oversight and proactive management of environmental risks, these roles are pivotal in strengthening our environmental governance across project sites.





Protecting biodiversity

The natural world provides us with the essentials: the air we breathe, the water we drink, and the food that nourishes us.

According to the World Economic Forum, 50% of our economy is directly to nature. Yet, we are currently facing a crisis of biodiversity loss at a pace that is both alarming and unprecedented, spurred on by climate change, habitat destruction, and widespread pollution. This worrying trend poses a significant risk to the vital ecosystems that support life on Earth, affecting human wellbeing and threatening the sustainability of our global society and economy.

At Sisk, we acknowledge our role in combating biodiversity loss and bolstering collective global efforts and are acutely aware of the opportunities we can progress to foster both local and international initiatives aimed at conserving, maintaining, and safeguarding biodiversity. By reviving indigenous woodlands, restoring peatlands, and incorporating ecological considerations into the very fabric of our projects, we are actively advancing our pledge to the environment.

We recognise the weight of our responsibility—it extends beyond the here and now, reaching far into the future for the generations to come. Committed to this, we are proactive both internally within our organisation and externally at the project level, consistently seeking partnerships and alliances with like-minded entities. Together, we acknowledge that our united actions have the power to effect substantial change.

At Sisk, our commitment goes beyond the immediate impact; we strive to make enduring and positive contributions to our planet and deliver an overall Biodiversity Net Gain. We turn to globally recognised frameworks that enable businesses to incorporate nature-related considerations into strategic decision-making. There are a range of nature-disclosure and the frameworks that and team members are upskilling and learning more about what Sisk can and should do and will develop a biodiversity strategy for the business throughout 2024.



“As the Environment champion for our project, I take pride in advocating for sustainability because I recognise the critical role we play in preserving the environment for future generations. Being a champion is important as it ensures that environmental considerations are integrated into every aspect of our project, minimizing our ecological footprint and promoting responsible stewardship of our planet”



DONAL BOYLE
SITE ENGINEER AND SUSTAINABILITY CHAMPION
DATA BUSINESS UNIT



BAT NATURAL ROOSTING FEATURES

Kex Gill re-alignment

Practical solutions and biodiversity conservation.

Sisk has undertaken the Kex Gill A59 re-alignment project in North Yorkshire, committing to minimise disruptions and protect the local environment and biodiversity. Surrounded by several environmentally sensitive areas, namely the North Pennine Moor Special Protection Area, North Pennine Moor Special Area of Conservation, and the West Nidderdale, Barden, and Blubberhouses Moors Sites of Special Scientific Interest, the A59 passes through a rural and open landscape, largely at the base of the Kex Gill valley. Along the area of the re-alignment, there is a long history of landslides, which frequently deposit material onto the road, leading to unpredictable road closures. The project, which will support safer and more dependable connectivity for the local community, which, due to these landslides, frequently has to navigate a 40km detour, commenced in 2023 and is due to be completed in 2026. As the project site is located adjacent to environmentally sensitive areas, Sisk has implemented several measures to protect wildlife. These include:

- **Nesting Birds:** By bringing ecologists on-site approximately two times per week, the project team continually receives valued advice on required buffer zone sizes based on bird species. The team also plans to install bird boxes, the location of which will be identified by the project's ecological consultants.
- **Fish Habitats:** The project features culverts and a realigned watercourse designed to support fish habitats and maintain aquatic biodiversity. To learn more about the ongoing efforts, see Navigating Fish Rescue and Spawning Seasons at Kex Gill.
- **Barn Owls:** To protect barn owls from potential disruptions caused by the road realignment project, which involves raising the road's elevation through the valley and intersecting with the owls' flight path, the project team have taken proactive measures. A nearby barn, previously a natural shelter for the owls, has been securely boarded up. To compensate for the loss of this shelter and to ensure the safety of the owls during their navigation, dedicated barn owl towers have been constructed. These towers are designed to offer a safe roosting and nesting alternative, facilitating the owls' adaptation to the altered environment and safeguarding their flight path.
- **Bat Habitats:** In compliance with legal protections for bats and their roosts, the project includes a series of measured

mitigation strategies. Before the removal of bat roost trees, ecological experts conduct thorough inspections. Where tree felling is necessary, the team employ soft felling techniques to minimise disruption, with subsequent inspections by an ecologist. In cases where trees with confirmed or potential bat roosts are felled—numbering at least ten—translocation of potential roosting features to alternative donor trees has been carried out under strict ecological supervision to replicate and preserve the natural roosting environment. Additionally, at least ten chainsaw/drill hollows have been made in select trees to establish new roosting opportunities. Artificial bat roosts have also been constructed by installing bat boxes, which will enhance and enrich the habitat. These boxes have already shown signs of bat occupation, indicating early success in efforts to bolster the local bat population.

- **Otter Habitat Protection Measures:** To prevent harm and disturbance to the otter population, protective fencing has been erected around pump sites, and noise emissions from these pumps are being minimised as much as possible. The barriers are strategically positioned to guide otters towards their natural pathways along the old alignment, thereby averting the risk of them venturing onto active roadways.

Furthermore, the drystone walls, which are a well-known heritage feature of the area, are being reconstructed with the same stones, showcasing sustainable practices and respect for local heritage. The site's ecologist first inspected all walls being removed before any removal occurred. Removal was then done by picking each stone off the wall by hand and placing them into a machine bucket, filling tonne bags with the stone. The stones in the tonne bags were separated into base stones, mid stones, and capping stones. Each tonne bag was labelled with the type of stone and where the stone was taken from. These tonne bags full of stones were then transported to a storage area, ready to be used to reconstruct the walls. The project team has sourced additional stone from local farmers, bolstering community involvement and reducing the carbon footprint associated with transport. The Kex Gill re-alignment project is a practical exercise in balancing construction needs with environmental stewardship and heritage conservation and shows Sisks' commitment to working with local communities and environments.

Sisk and Green Restoration Ireland

Pioneering Peatland Agriculture in Tumbleagh.

In a move towards innovative agriculture, Sisk continued our collaboration with Green Restoration Ireland (GRI) in 2023, with a focus on rejuvenating and repurposing peatlands into productive wetland farms in Tumbleagh, County Offaly. Recognising the urgency of addressing climate change and the need for sustainable land use, this collaboration focuses on converting peatlands into eco-friendly agricultural sites that can simultaneously support biodiversity and reduce carbon emissions.

As part of this, volunteers from Sisk dedicated their time to preparing the site for the sowing season, meticulously clearing weeds and setting the stage for paludiculture—a new form of agriculture designed for wet and rewetted peatlands. Implementing paludiculture aims to keep the peatlands under wet conditions conducive to minimising CO2 emissions and preventing field subsidence.

Since the commencement of the project, significant strides have been made:

- The water table has been elevated across approximately three hectares of former peat pasture, resulting in an estimated reduction of 30-40 tonnes of CO2 emissions.
- The creation of ponds and installation of adjustable dams to regulate water levels underscore the project's commitment to ecological enhancement and biodiversity support.

Sisk volunteers actively engaged in the site's preparation, laying the groundwork for the peatland's agricultural transformation. The success of the Tumbleagh wetland farm has the potential to inspire other regions to consider paludiculture as a viable, sustainable farming practice.

The Sisk team's involvement aligns with our 2030 Sustainability Roadmap, marking a key milestone in our commitment to environmental restoration.



// SUSTAINABILITY IN ACTION

Seeds for bees

Our dedication to biodiversity and supporting bee populations continues with our ongoing Seeds for Bees initiative, now in its sixth consecutive year. In 2023, we furthered our efforts by distributing an additional 1,600 packets of perennial wildflower seeds across our regional offices and various project sites, aiming to boost local bee populations and enhance ecological balance. Cumulatively, we've proudly contributed over 10,000 packets throughout Ireland, the UK, and mainland Europe.

In 2023, we also continued our seed packet design competition, calling on our team's children to lend their creativity by entering their artwork as possible designs for the packets. This initiative and design contest have become an integral part of our activities and, over the years, have grown a sense of community and environmental consciousness among our Sisk team.



Planting trees for a sustainable future

At Sisk, our mission is clear: we have pledged to plant 1.7 million native trees across Ireland, the UK, and mainland Europe by our 170th anniversary in 2029.

Since 2021, we've made significant headway, having already planted over 800,000 native trees in Ireland, including Alder, Oak, and Birch, with an additional 5,000 trees taking root in Sweden. We're making solid progress towards our big goal, thanks to our incredible team members who are all in, sharing their skills and time. Their hard work is key to our success. We're picking up the pace, expanding our tree-planting projects, and opening up more ways for everyone at Sisk to get involved. This initiative is making a significant impact on the environment by for example, actively fighting soil erosion, all while nurturing the biodiversity of our planting locations. It's a commitment that energises us, knowing that our actions today are laying the groundwork for a healthier world for generations to come.

800,000 TREES PLANTED TO DATE

Denmark tree planting

The Copenhagen project team joined forces with the Growing Trees Network in 2023, contributing 5,250 trees to the greening efforts of Skibby Forest, situated just north of Roskilde.



M6 Junction 10 donate trees

Our M6 junction 10 improvement scheme recently completed landscaping works to section 9 of the project. The team had some surplus trees which needed to be planted quickly. They donated the trees to Walsall Council Clean & Green Department. A total of 14 trees 2 metres high were donated, consisting of 3 acer campestre, 8 carpinus betulus and 3 pyrus calleryana.

2m

1.5m

1m

500k

0





// SUSTAINABILITY IN ACTION

**Revitalising Community Spaces:
The Moda Great Charles Street Allotment Project**

In the heart of Birmingham, the Moda Great Charles Street project team and its sub-contractors embarked on a mission to breathe new life into a cherished local allotment for the Ralph Road Allotment Society.

Over a focused two-day period, the team committed their skills and energy to refurbish and enhance this community gem in Shirley, Birmingham.

The team faced the brisk November weather head-on and diligently carried out a series of crucial renovations. Their tasks included re-roofing, refurbishing, and fox-proofing the community hub building. The communal shed not only received a facelift but was also relocated to serve the community better.

Adjacent to the allotment, a garden was created for the neighbouring school. To do this, the team repaired and clad worn-out planters, built a new sturdy pallet-based fence and installed an imaginative 'messy play' area for the younger kids featuring mud kitchens that promise creative play and hands-on learning. This, along with various other enhancements, has significantly transformed the space.

The project is a testament to the team's commitment to social responsibility and community engagement, leaving a lasting legacy that the local community will treasure and enjoy for many years.



Materials we use

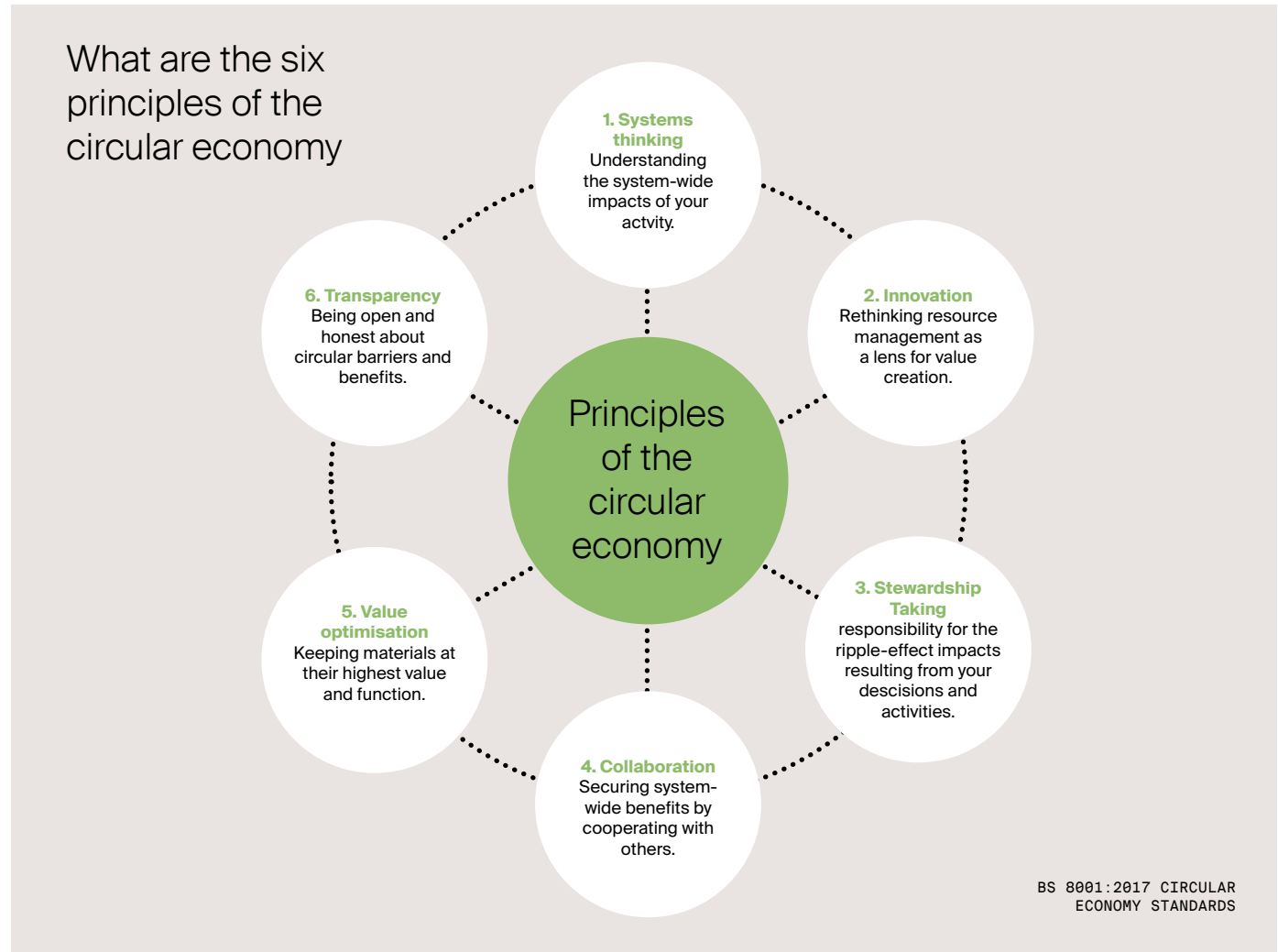
Sisk's adoption of BS 8001 for circular integration.

At Sisk, our commitment to sustainability is underscored by our adoption of BS 8001 - the British standard for the Circular Economy - as the blueprint for integrating circular economy principles across our business. This pursuit of continuous improvement concentrates on the management of plastics and material optimization to preserve their value for as long as possible.

With an initial milestone set for 2023, our focus has since advanced, leveraging the BS 8001 to enhance our strategic sustainability efforts. This standard offers a robust framework, making our circular economy endeavours quantifiable and systematic.

In 2023, our progress integrating the circular economy was benchmarked against the guiding principles of BS 8001, which includes systems thinking, innovation, stewardship, collaboration, value optimisation, and transparency. Through this gap analysis, we have identified our maturity levels and have charted a path forward. In the construction sector, where maximising value is critical, at Sisk, we're striving to embed the mindset of prolonging the lifespan of materials, thereby ensuring they deliver their fullest potential and maintain their value over time.

Collaboration across different departments is also on the rise, influenced by Sisk's Innovation & Design team, who are embedding circular design principles at the heart of what we do. This increase in teamwork, especially over the past year, is also a response to our clients' growing expectations for sustainable options.



From disused mill to new beginnings

The revitalisation of Weir Mill.

The Weir Mill project, set in the heart of historic Stockport, is a prime example of sustainable construction and cultural preservation. By employing a circular economy approach, Sisk is transforming Weir Mill into a dynamic hub for living, business, and community while meticulously preserving the architectural essence of the 17th and 18th centuries. A circular economy approach, which emphasises retaining as much value as possible from resources, products, and materials, breathes new life into old structures while contributing to a sustainable urban future. The Weir Mill project successfully encapsulates this approach, marrying respect for the site's past while developing it to ensure its thriving future.

Weir Mill project overview

Project timeline: 2022-2025

Components: 253 apartments—through redeveloping the existing mills and building one new apartment block, redeveloping the wheelhouse building, the inclusion of commercial units, a garden, and a sunken courtyard.

Heritage significance: Situated on the banks of the River Mersey, Weir Mill is a grade II listed structure dating back to the 1790s and includes an east and west mill and a wheelhouse.

Advisory collaboration: Heritage Council of the UK and the University of Salford's Archaeological Society.

Sustainability focus: Restoration and reuse of materials.

A thorough structural investigation was first undertaken to inform the approach to this significant redevelopment project. This determined the viability of existing materials for reuse, informed efforts to minimise waste and ensured that the development project respects the past while also securing the building's future.

Right across the project, windowsills, lintels, cast iron springs, windows, doors, roof trusses, coping stones, original brickwork, and roof slates are being reused or repurposed where possible. Where it isn't possible to reuse any of these elements due to their condition, carefully crafted replicas are being created. In other instances, materials are being repurposed as features. For example, several of the original doors have been restored and will be included as features. At the same time, the adaptive reuse of materials such as Yorkshire flagstones in the development of the sunken courtyard will

ensure that the site's history is not only preserved but also narrated through its very fabric.

Sisk's approach to this redevelopment project integrates Weir Mill into the broader context of Stockport's regeneration. The conversion of the mills and the wheelhouse into mixed-use spaces will support the wider regeneration of the area, leveraging the site's central location to foster economic growth and a renewed sense of community.

The Weir Mill project is not just a redevelopment; it is a testament to the power of a circular economy in heritage restoration and residential and commercial developments. It showcases a future where respecting the past through embracing reuse, refurbishment, repurposing, and regeneration can yield vibrant, community-enhancing developments.



Water & effluents management

Recognising water as a precious and finite resource, we actively emphasise the importance of its sustainable management and have consistently tracked our water consumption, monitoring water usage levels and water use intensity since 2013.

In our efforts, we've established a roadmap target to cut potable water use intensity by half by 2025, using 2019 as our benchmark. Through formal procedures and strategies, we not only aim for efficient water use but also for the preservation of water resources and the proper management of wastewater.

We're fostering a company-wide culture that empowers every employee to participate in water conservation efforts and have:

- Established new partnerships to support the training and education of the construction industry on water conservation and management.
- Gathered data at projects and deployed solutions such as using smart water metering and water flow restrictors.
- Communicated and celebrated successes to our project teams and supply chain while highlighting further improvement opportunities and the need to work collaboratively.
- New site welfares include percussion and aerated taps, twin flush / low water toilets and waterless urinals / flush tap urinals or sensors.
- Explored a wide range of solutions to support potable water usage savings, such as using rainwater harvesting systems.
- Ensured that our documented systems of work included water control measures implemented on-site.
- Ensured that monitoring of water sources is carried out.
- Reported any pollution-related incidents.



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“Smart water metering offers real-time data on water usage and plays a pivotal role in detecting leaks promptly, reducing water waste, and preventing costly damage. Importantly, smart water metering contributes to sustainable water use, helping to protect this vital resource in the face of growing environmental challenges and increasing demand.”



MAGDA WIIK
SENIOR SUSTAINABILITY MANAGER

// SUSTAINABILITY IN ACTION

Smart metering for a sustainable future

The critical importance of sustainable water resource management is intensifying as climate change impacts water availability and inflates costs. Recognising this, Sisk initiated the use of smart water meters in 2023 with promising results, and we're now sharing these insights across our business to encourage widespread adoption.

Traditionally, our water usage tracking has been limited to monthly billing data or readings from analog on-site meters, providing only a superficial snapshot of our water usage patterns. In contrast, smart meters deliver real-time, hourly data, enabling a comprehensive analysis of daily and weekly usage, including during off-hours, and allowing us to optimise our water use.

These advanced meters also offer the capability to regulate water flow according to specific time frames and enable automated alerts for unexpected surges in water flow, which can swiftly signal potential leaks and prompt immediate action.

For example, a recent trial at a large site welfare set-up at a UK project uncovered that 23% of water use occurred outside active working hours over one week, highlighting a leak. By resolving the leak and restricting water flow when the site was inactive, we achieved an 85% reduction in water usage for that project.

Moreover, smart meters can help avoid site and material damage and costly repairs and minimise insurance claims at key stages of projects. This proactive approach underscores our commitment to efficiency, cost savings, and environmental stewardship at every stage of our projects.

Sustainable water use on the A14

With climate change impacting global water supplies, efficient water management is becoming increasingly critical.

Recycling water is a key strategy to alleviate pressure on existing resources, offering a supplementary supply that supports sustainability and enhances resilience against shortages. Additionally, recycling is less energy-intensive than processing new water, helping to reduce pollution and safeguard natural habitats. In our A14 reconstruction project, we have implemented a rainwater harvesting system composed of three intermediate bulk containers (IBCs), one solar panel, a mid-range water pump, one heavy-duty battery, and one control panel. This system intercepts rainwater that lands on the roof of the A14 site office cabins that would typically be lost to runoff, storing it for reuse. Powered by solar energy, this setup enables the efficient distribution of collected water.

The system's capacity to harvest rainwater depends on the size of the collection area and the available storage on-site. In August 2023, the A14 site utilized 9,000 litres of harvested water for tasks such as dust suppression and machinery operation. While toilet flushing with harvested water isn't in place on the A14, it's a successful practice at our M6 J10 Sisk site. Overall, the system contributes to a significant conservation effort, saving approximately 12,000 litres of water monthly.



WATER USAGE FIGURES

2019 (Roadmap baseline)	2019 (adjusted re-calibrated)	2020	2021	2022	2023
5.5m3 /€100k	4.37m3 /€100k	5.76m3 /€100k	4.54m3 /€100k	4.50m3 /€100k	3.26m3 /€100k

Waste management

Our zero avoidable waste commitment.

We strive for zero avoidable waste across our operations. We aim to minimise waste production wherever possible and repurpose surplus materials in line with the principles of the circular economy. Our approach repurposes waste as a valuable resource, ensuring its retention and optimal use within our business processes.

To bolster these endeavours, we've established comprehensive procedures for forecasting, measuring, and benchmarking. These practices are complemented by robust waste stream management systems, which allow us to collect detailed data and enhance the effectiveness of our waste management strategies. In 2023, we successfully diverted 97.00% (36,004.37 tonnes) of Construction and Demolition waste and 99.41% (1,128,499.34 tonnes) of excavation waste from landfill.

Zero Waste Initiative at Sisk: Striving for Sustainability through Action and Education

Sisk's zero plastic initiative is an actionable strategy for reducing waste. By partnering with Responsible Plastics Management (RPM), we've adopted international standards for managing plastics. This initiative has now firmly set us on a path to achieving the Zero Plastic to Landfill certification for one of our sites—a groundbreaking achievement in the construction industry.

TOTAL % OF CONSTRUCTION AND DEMOLITION WASTE DIVERTED FROM LANDFILL

2019	2020	2021	2022	2023
98.4%	97.3%	97.7%	97.08%	97.00%

CONSTRUCTION WASTE INTENSITY

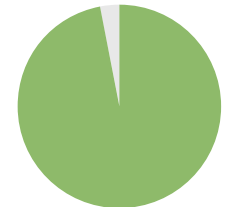
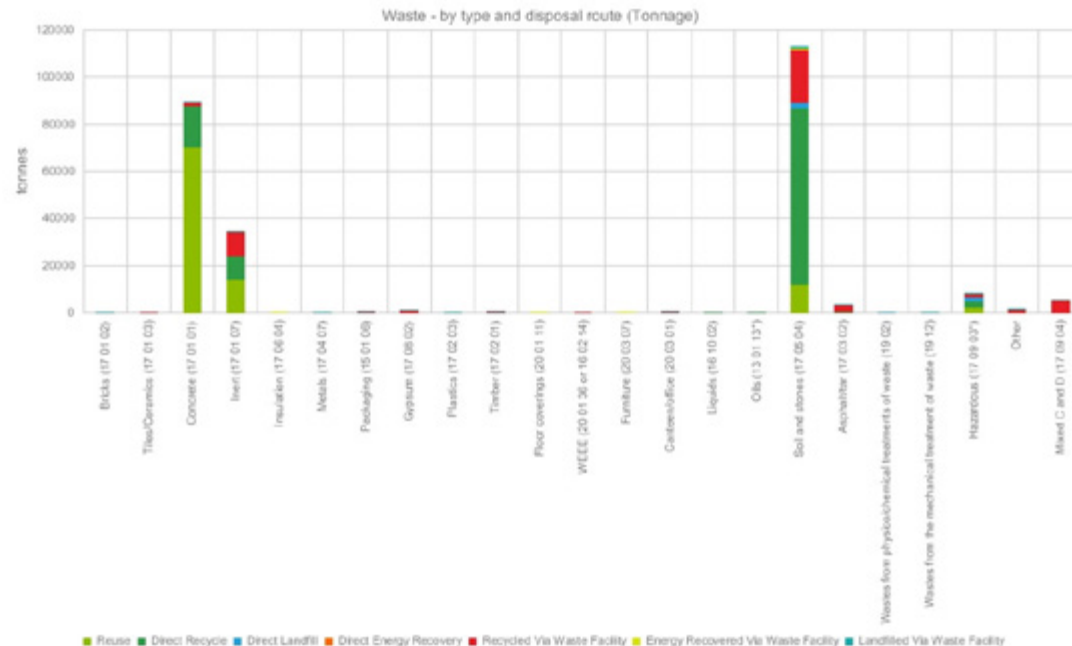
2019	2020	2021	2022	2023
1.35t/€100k	1.66t/€100k	1.76t/€100k	1.61t/€100k	1.14t/€100k

On the supplier side, we've seen improved engagement. However, there's still a significant way to go in challenging the perception of plastic as a necessity in construction. While we're initiating dialogue to optimise packaging and increasing our collaborations to enhance recycling and reuse, we recognise that there is work to be done as regards raising awareness of the issues of plastics in the supply chain as well as ramping up the discussions and actions around the replacement of plastics with alternatives, or removal of plastics

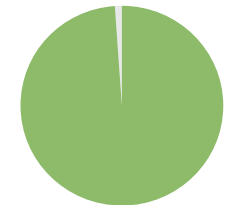
altogether. At Sisk, we're keen to see progress and actions on this and acknowledge the crucial role that the Supply Chain Sustainability School Ireland, to which Sisk is a founding member, will play in driving this pivotal mindset shift across the sector.

While the journey towards total waste reduction is ongoing, these steps have marked a positive start towards our goal of zero avoidable waste by 2030.

Start Date: 01/01/2023 End Date: 31/12/2023 Status: All projects Archived/Unarchived: All projects



97.00% (36,004.37 tonnes) of Construction and Demolition waste diverted



99.41% (1,128,499.34 tonnes) of excavation waste from landfill.

Pioneering polystyrene recycling

A new chapter in waste management is being written at a data centre project in Dublin.

For the first time, we've introduced on-site segregation and processing of polystyrene, marking a significant advancement in our sustainability practices.

Within a single week, our efforts resulted in Waste Matters, a polystyrene recycling solution provider, processing 250 kg of polystyrene, equivalent to 20 cubic meters. This achievement represents a space-saving triumph and a substantial cost reduction, achieving a 70% savings compared to traditional skip usage. The processing yielded two pallets of compacted polystyrene destined to be reincarnated as new insulation boards. This initiative reflects our commitment to resource efficiency and eliminates the need for additional skip hire for what was once deemed an unrecyclable product.

Two newly commissioned Pel700 balers, adapted to 110v for site compatibility, have bolstered our operations and enhanced our recycling capability for cardboard and soft plastics. The cardboard, which is transformed into 50 kg bales through our partnership with Thorntons Recycling, is generated approximately three times a week, minimising wasted space in skips. Moreover, our collaboration with Green Generation LTD ensures soft plastic bales contribute to creating recycled products. Looking ahead, the site is poised to be the first Zero Plastic to Landfill certified construction project. The Sisk site team is championing this ambitious goal in partnership with Responsible Plastics Management (RPM). The process includes:

- Rigorous third-party audits.
- Focusing on reducing plastic influx to the site.
- Improving on-site segregation.
- Overseeing the end-of-life management of plastics to confirm they do not culminate in landfill disposal.



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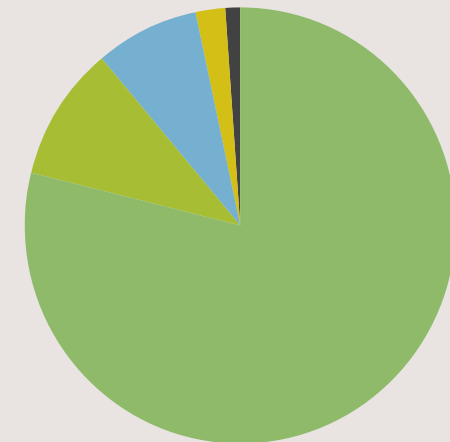
“Effective waste management is a vital component of our commitment to sustainability and a critical issue for the construction industry. By implementing robust waste management practices, we can significantly reduce our environmental impact, enhance resource efficiency, and lower project costs. Managing waste responsibly ensures that we are building a sustainable future, one project at a time.”



ALAN CAWLEY
SENIOR SUSTAINABILITY MANAGER

2023 TOP 5 WASTE STREAMS (TONNAGE)

Soil and stones other than those mentioned in 17 05 03 (17 05 04)	1069256.94
Inert (17 01 07)	134467.81
Concrete (17 01 01)	106042.58
Hazardous Soil and Stone (17 05 03*)	30636.62
Mixed construction and/or demolition waste (17 09 04)	13597.41



UK North project Install EnviroHoard™

Net Zero Carbon Hoarding.

The Weir Mills development in Stockport is the inaugural project in the UK North to implement the EnviroHoard™ Net Zero Carbon Hoarding, supplied by our preferred framework partner, Panthera Group. This pioneering system meets the required wind load of +0.74kN/m² for the UK's wind zone 2 specifications.

EnviroHoard™ distinguishes itself as the UK's first hoarding solution accredited as Net Zero Carbon, a status achieved through rigorous life cycle assessment (LCA) conforming to the standards of EN 15804:2019.

To achieve net zero for each project, Panthera calculates the carbon footprint, utilising Circular Ecology, environmental sustainability experts, to do an independent assessment. The carbon footprint is then offset by tree planting, enabling the hoarding to be declared as Net Zero carbon.

Key outcomes from the 237 linear metres of hoarding installed over 20 months include:

- A reduction of 11.79 tonnes of CO2 equivalent.
- The planting of 99 trees.
- The conservation of approximately 9.6 trees aged between 50 and 60 years.
- The use of PVC-free graphics in construction.

The CO2 savings made here are comparable to not driving a diesel car for 70,740 kilometres or the energy used to charge 1,434,170.97 smartphones.

Planting 99 trees as part of this project resulted in an annual absorption of approximately 2.475 tonnes of CO2. Over 50 years, these trees could sequester 123,750 tonnes of CO2, which equates to driving a modern, efficient family car around the Earth 259 times.



“

“When reviewing the responses from hoarding suppliers, Panthera outlined a clear commitment to continuously improve the sustainability of their product, with a fully reusable and at end-of-life recyclable solution, which they will take back supporting our circular economy objectives.”



SARAH-JANE DAVIES
HEAD OF SUSTAINABILITY UK

Application of Article 28

Championing material reuse in Limerick.

Project Opera, a transformative development in Limerick City, encompasses 3.7 acres and represents a landmark commercial venture with the potential to employ up to 3,000 people. The 450,000 sq ft campus is designed to adhere to international best practices, including LEED Platinum, WELL Platinum and Nearly Zero Energy Building (NZEB) standards. Key features include a 14-storey office building, a five-storey aparthotel plus apartments, various retail and public realm spaces, and a state-of-the-art public library, all harmoniously integrated with the city's Georgian architectural heritage.

Central to Project Opera's development is Sisk's implementation of Article 28, End of Waste (Art. 28), a European Waste Framework Directive aimed at promoting the recycling of waste materials. This initiative underscores Sisk's commitment to transforming waste into valuable resources, thereby diverting waste from landfills and reducing environmental impact.

A standout aspect of Project Opera is the innovative reuse of materials from the initial development phase, where approximately 15,000 tonnes of 6F2 material—comprising crushed concrete, brick, and mortar—was repurposed as a piling mat to support piling rigs. This approach not only conserved natural resources but also demonstrated Sisk's dedication to a circular economy, where materials are kept in use for as long as possible.

The project's next phase involved the rigorous segregation and categorisation of this 15,000 tonnes of material to identify the quantity that could be reused beyond Project Opera's site. Category A materials, which comprised 4,500 tonnes, deemed reusable under Article 28, were segregated and relocated to other sites, including Sisk's Foynes Freight line works (2,500 tonnes), where it was used as a base layer for haul roads and a car park and a local GAA club (2,500 tonnes) where it was used in a car park upgrade.

This effective recycling strategy reduced the need for virgin materials and highlighted Sisk's proactive stance on sustainable construction practices. By achieving end-of-waste status, Sisk aligned with Ireland's Waste Action Plan for a Circular Economy, which aims to reduce reliance on landfills and promote recycling. Reusing materials not only saved significant costs associated with purchasing new materials but also reduced the project's environmental footprint. This exemplifies how sustainable practices can lead to economic efficiencies while supporting environmental goals.



Enhancing communities



Generating lasting, positive impacts for the communities where we work and the people we work with.

At Sisk, we view our role as integral to the broader community, encompassing not only our employees but also the wider public. We believe that by working together, we can craft a future that is not only sustainable but equitable for all stakeholders involved. In line with this belief, our approach to health and safety goes beyond just managing physical and occupational risk. Our goal is to nurture a culture of wellbeing and support for each member of our team, enabling everyone to thrive and flourish.

We also recognise our connection to the localities we serve as integral, and we are steadfast in our commitment to fostering enduring, positive impacts within these communities. Open and transparent communication with all stakeholders is a priority and a practice we engage in from the get-go of every project, and we firmly believe that through engaging in cooperative dialogue, we can uncover solutions that carry collective benefits.

Health & Safety management approach

Upholding our core value of Care, we remain dedicated to protecting the wellbeing of our team, partners, the environment, and the communities we are part of. Our occupational health and safety practices are the cornerstone of this commitment and deeply embedded in our approach. We stand by the philosophy that every accident and injury can be prevented, and we are committed to achieving Zero Incidents and Zero Injuries at all our sites. Our unwavering dedication to health and safety is the foundation of our operations, and we expect the same level of commitment from our stakeholders. This dedication is mirrored in our mission, vision and values and actioned through thorough management systems and carefully formulated plans.

We recognise the collective duty to uphold the health and safety of our workforce and actively collaborate with every project stakeholder, guaranteeing continuous information sharing and involvement across all our initiatives.

We diligently evaluate the skills of each staff member, equipping them with the necessary training, tools, and support for safe and effective performance. Our Occupational Health and Safety (OHS) Management System is ISO 45001:2018 certified, reflecting our dedication to continuous improvement. As well as this, we acknowledge our legal responsibilities and rigorously adhere to these standards across all operational domains and industry sectors.

At Sisk, our approach prioritises a hierarchy of control to mitigate hazards to the fullest extent reasonable and minimise risks to the lowest practicable level. To achieve this, we proactively engage and consult with our workforce and their representatives, ensuring that as we work to improve and refine our OHS Management System consistently, every perspective is considered. Occupational Health and Safety goals are pivotal to our strategic agenda, undergoing regular monthly reviews as part of our commitment to excellence in our operations. Our workforce is our top priority, and we are dedicated to exceeding the standard measures to ensure their safety and wellbeing focusing on proactive measures and using leading and lagging indicators to ensure we assess performance appropriately.

Thank
You
SISK

Our safety promises

Fostering a culture of safety begins with well-defined expectations.

Hence, we established the 'Sisk Safety Promises', targeting critical behaviours for occupational health and safety. These promises guide every aspect of our work, from administrative tasks to project execution, and we require that our team and supply chain partners adhere to these promises consistently.

To ensure widespread understanding, we display these visually across our offices and worksites. Moreover, our leadership team regularly prompt constructive discussions with our staff and supply chain partners using the safety promises as the bedrock of these conversations, all aimed at enhancing our safety culture. Grounded in these promises, our commitment is firm: to establish a safe and healthy workplace for all.

// ENHANCING COMMUNITIES IN ACTION

2023 RoSPA Award

Sisk's dedication to health and safety has again been recognised internationally with a 'Highly Commended' accolade from RoSPA in the Construction Commercial Industry Sector, celebrating our exemplary health and safety standards in 2023.

This esteemed RoSPA recognition cements our position as global frontrunners in health and safety practices, showcasing our steadfast dedication and passion for ensuring workplace safety.

26,081,604 million hours worked in 2023

0.36¹
Lost time accident frequency rate

2.00²
All accident frequency rate

2023 was a year of significant progress for us at Sisk. We continue to reinforce our existing methods, undertook a further maturity assessment, and launched a new performance enhancement programme. This extensive work cut across all five segments of our long-term maturity improvement plan, 'Step up to Zero'.

- + Leadership
- + Fair and Just Culture
- + Communication and Engagement
- + Standards and Expectations
- + Competence

¹PER 200 000 HOURS WORKED
²PER 200 000 HOURS WORKED



Culture of care maturity assessment

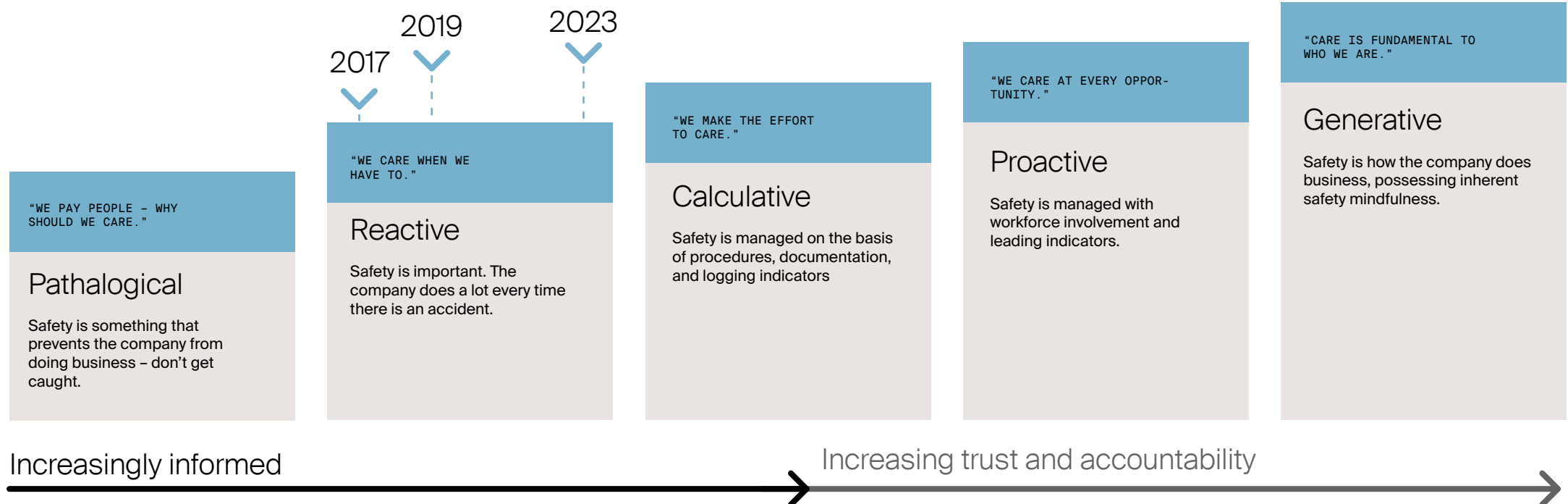
Our 2030 Sustainability Roadmap established two progressive targets to enhance our occupational health and safety maturity.



The first milestone aimed to achieve the 'calculative' level of the Dekra Optimus Culture of Care by 2023, a goal we have diligently worked towards. Moving forward, our sights are set on reaching the 'proactive' level by 2025. The Dekra model, a safety culture assessment framework, guides our efforts, and although ambitious, these targets are designed to elevate our safety culture and, consequently, improve our overall performance. As part of this journey Dekra Optimus undertook a comprehensive evaluation of our safety practices throughout 2023, this included:

- Analysis of over 1,000 assessment survey responses.
- 13 focus groups across diverse projects, engaging with over 200 of our team members.
- 48 interviews with Executive and Senior Leadership to gain in-depth insights.
- 17 site visits in Ireland, the UK, and mainland Europe.
- Extensive data analysis, including Statistical Process Control on five years of data and Serious Injury and Fatality reviews of 50 events.

The assessment outcomes highlighted that two of the three divisions forming our construction business, the Data and Life Sciences Division and the UK Division, have advanced to the calculative level. This progression is a source of immense pride for us. Additionally, our third division, operating in Ireland, has demonstrated notable improvement since the 2019 assessment and is on a clear pathway towards the next step.



// ENHANCING COMMUNITIES IN ACTION

H3 Awareness Campaigns

In 2023, we initiated our H3 Awareness Campaigns to heighten awareness around the three most common occupational health risks within our projects: construction dust, hand-arm vibration, and occupational noise.

As part of each campaign, we developed a variety of informative materials and shared these across all projects.

These resources included educational posters and pocket-sized booklets detailing the health impacts, warning signs, and practical techniques to manage these occupational health hazards.



Safe - Safer - Sisk

Since launching Step up to Zero we have run several collaborative programmes to help people understand their role in delivering our zero objectives.

These included our behavioural safety programme, Open Your Mind To Safety, My Team My Responsibility and the Black Hat Academy.

As our culture and the expectations of those we work with has evolved, we felt the time was right for a fully coordinated and aligned safety leadership programme. It comprises refreshed workshops, representative of Sisk's maturing health and safety approaches and the needs of a growing business. This programme is called: Safe Safer Sisk.

Simply put, it is not always enough to do what is generally considered 'safe'. It is only by consistently following Sisk standards can we be sure our people and all those with whom we engage go home unharmed every day. The programme asks people to do what Sisk require and commit to living our expectations all the time, to the highest of standards.

Safe Safer Sisk has three interactive and immersive workshops aligned to the three groups in our Behavioural Standard.

Stepping Up

Stepping Up is our workshop for Sisk Senior Managers and Executives. Stepping Up explores the impact leadership can have and how it can empower and support others to achieve what is expected of them.

Leading the Way

Leading the Way is our workshop for Managers and Supervisors, from both Sisk and our Supply Chain. Leading the Way explains Sisk expectations and how Managers and Supervisors can lead and influence the teams who rely on them, to deliver the Sisk Behavioural Standard and Promises.

Keeping our Promises

Keeping our Promises is our workshop for 'Everyone'. It is aimed at the frontline population from both Sisk and our Supply Chain.

Keeping our Promises explores the role everyone can play in keeping themselves and those with whom they interact safe through their behaviours and actions in an exciting and innovative manner. Occupational Health & Wellbeing



SAFE - SAFER - SISK WORKSHOP

Occupational Health and Wellbeing

Our strategic approach to occupational health and wellbeing is through three interconnected pillars: Health Promotion, Health Protection, and Health Management. We summarise these as “Promote, Protect, Respond”.

Health Promotion

Creating healthy behaviours and habits is the key focus of health promotion, as it ultimately improves workers’ health and wellbeing. Supportive work environments are essential in achieving this, along with the provision of information, awareness, empowerment, and participation opportunities. By making the healthy choice the easy choice, workers can take control of their health and wellbeing.

Health Protection

Health protection focuses on preventing illness and injury resulting from exposure to occupational risks, such as physical, chemical, biological, ergonomic, and psychosocial factors.

Health Management

Sisk recognises that maintaining a healthy workforce is crucial to promoting a positive work culture. As such, we adopt a holistic approach to health management that encompasses a range of support measures to rehabilitate employees who have suffered from illness or injury. Our comprehensive approach includes physical and psychological rehabilitation, fitness for work considerations, and clear case management referral pathways.

Aligned with our holistic strategy, Sisk’s health promotion and wellbeing framework rests on four foundational pillars: Financial, Physical, Social, and Emotional wellbeing. Throughout 2023, we rolled out a variety of programmes resonating with these pillars. Initiatives such as the

- Couch to 5K
- 1-2-1 Nutritional Coaching’
- 28-day Smoke-Free’ challenge
- Introduction to Neurodiversity’
- Online exercise classes,
- Winter Wellbeing series

Our goal continues to be about driving sustainable health behaviour change for all staff in Sisk to enhance their health span.

Flu Vaccination Programme

Every Autumn, Sisk conducts an annual flu vaccination initiative, which we consider a vital component of health protection as winter approaches. This proactive, voluntary program is accessible to all

I Am Here

I Am Here Programme

I Am Here is a mental health programme focusing on informal peer support. This voluntary programme aims to create a ‘tribe’ mentality where we look out for one another and help each other through difficult times. I Am Here was launched across all Sisk operational areas in October 2019. To date, we have over 737 Tribe Members and 244 trained I Am Here Ambassadors. In 2023, we trained an additional 276 Tribe Members and 93 Ambassadors.

The programme aims to create a culture of care and support within Sisk, one where “it’s okay not to feel okay, and it’s absolutely okay to ask for help”. As a Tribe Member, colleagues develop the courage, confidence and skills to show they care, transforming the workplace culture and perceptions of mental health. As Ambassadors, colleagues are empowered with the courage, confidence, and skills to recognise when someone—be it a friend, family member, or co-worker—is facing difficulties. They learn to engage in meaningful inquiry, ask important questions, actively listen, and guide those in need towards professional support when necessary.

employees via on-site vaccination clinics or a convenient e-voucher system for vaccines. In 2023, 164 in-person vaccinations were administered in Ireland, while 70 e-vouchers were utilised in the UK. For our team members on mainland European projects, we offer the flexibility to receive their flu vaccination at a local pharmacy or health centre and reimburse the cost via our internal expense system.

Driving a positive mental health culture

In 2023, Sisk set a precedent as the first construction company in Ireland or the UK to establish two specialised Mental Health Lead positions. These roles, dedicated to enhancing mental health awareness through various campaigns and initiatives, support fostering a culture where open discussions about mental health are not only common but encouraged. At Sisk, we’re proud to be taking the initiative to embed proactive approaches and initiatives that look at early intervention wherever possible. Additionally, we acknowledge that sometimes individuals need additional support to navigate life’s challenges that otherwise could adversely affect their mental health.



“Health should be viewed holistically and within that, our mental health should have parity with the way we view physical health. After all, mental health struggles can have a significant effect on our physical health and vice versa. Normalising the conversation around mental health ultimately helps to empower people to get the right support at the right time”



OLLY FROIS
MENTAL HEALTH LEAD UK

Occupational Health and Wellbeing (continued)

In 2023, the Occupational Health and Wellbeing team at Sisk launched a six-week Couch to 5k initiative to motivate staff to embrace running for their physical health.

The programme, which built a sense of community and united participants in a collective effort towards a shared goal, also included expert guidance from Dr Eoin Everard, an accomplished international runner and certified Physiotherapist, to support staff in reaching their 5K goals.

The Couch to 5k programme consisted of the following elements:

1. Participants joined a private Viva Engage group. The group included motivational tips and nutritional strategies and provided a sense of community.
2. Participants received an A4-sized poster detailing every run over the six weeks.
3. Participants were invited to the launch Q&A event with Dr Everard and Sisk's Health Promotion Lead
4. Participants had a mid-point check-in call with Dr Everard to ask any questions that may have emerged.
5. Participants were invited to live mobility and stability workshops, which focused on key strategies to improve muscular balance and range of motion around the joints in the body.
6. The culmination of the six-week programme was a Park Run with the group sharing photos of their various runs.

In late February 2023, the team extended an invitation across the company to join the Couch to 5K programme. This call reached out to staff in Ireland, the United Kingdom, and across European Sisk locations. The aim was to inspire newcomers to running and those wishing to return to it by providing a supportive and nurturing environment. Undertaken to instil the beneficial habit of running, which is unmatched for its contribution to health enhancement and increasing longevity prospects, this initiative encouraged Sisk staff to adopt positive lifestyle habits. The Couch to 5k programme saw the participation of 118 individuals, with over 30 sharing snapshots of their 5k achievements on the final race day. There was notable representation from senior leadership among the participants, including two company directors. The programme led to many beneficial results, notably aiding a staff member in safely and progressively recuperating from knee surgery and resuming running. Furthermore, it enabled numerous participants to successfully achieve their first-ever 5k run, marking a significant personal milestone.

// ENHANCING COMMUNITIES IN ACTION

IBEC KeepWell Accreditation

Sisk successfully achieved re-accreditation for its commitment to employee health and wellbeing by being awarded The KeepWell Mark from IBEC, Ireland's largest and most influential business representative organisation.

The accreditation process involves a thorough assessment of our activities across eight pillars of Wellbeing. A top score of Excellence was received in four of these pillars; health and safety, mental health, leadership, and smoke-free.



SISK COLLEAGUES IN COPENHAGEN, DENMARK ON THE DAY OF THEIR 5K PARK RUN

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“The health and wellbeing of our 2,000 employees is a top priority. Sisk is proud to be recognised for our continuous focus in this area and we are delighted to achieve this accreditation.

The award demonstrates our commitment to our people and how we have strived to raise the standards of employee health and wellbeing. As a family-owned business our core values of Care, Integrity and Excellence are at the heart of everything that we do.”



PAUL BROWN
CEO

“The Couch to 5k programme was a challenge at first, getting into the routine but being part of a group was a great help. Achieving the 5k felt amazing! Thanks to the team for the encouragement.”



HOLLY GRAHAM
BUILDING SERVICES MANAGER, UK

Community engagement

Our resolve to effect meaningful change in the communities where we operate has been fundamental to Sisk’s ethos since our founding in 1859, and this commitment remains a daily priority for us.

Just as society has changed, so has our way of giving back. At Sisk, we’re all about making a lasting difference by doing things that matter and helping people, groups, and community organisations get stronger and better.

At Sisk, we recognise that employment, equal opportunity, and education are vital for making real change – that’s why they’re at the heart of what we focus on. We’re also big believers in the strength

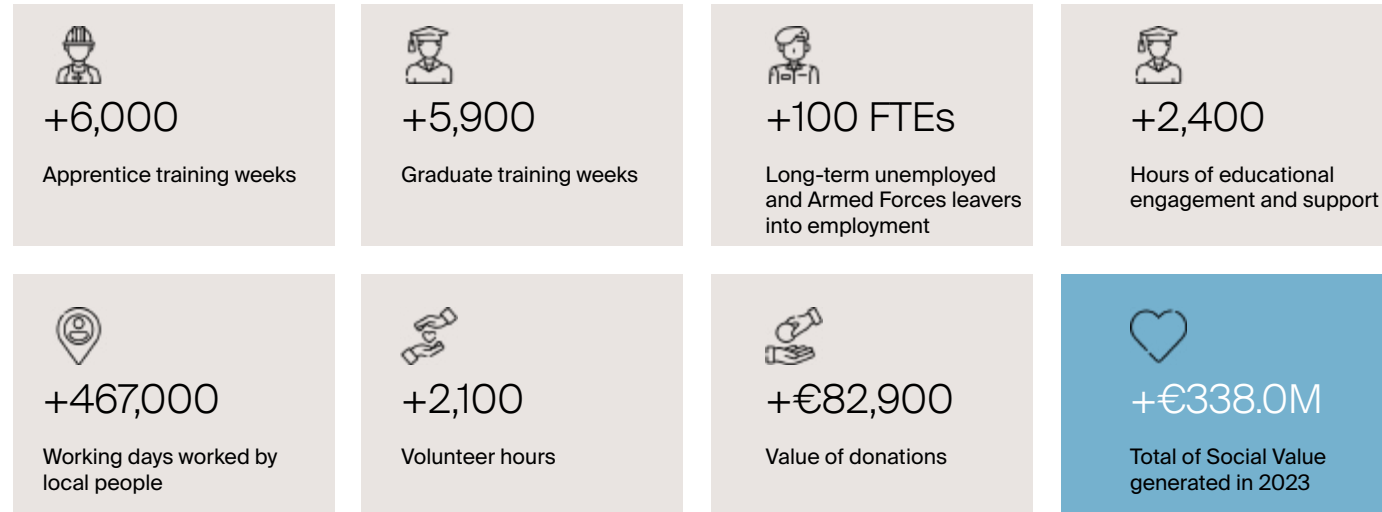
of working together, partnering up, and getting everyone involved to make good things happen in society. Our volunteering policy also supports that ethos and enables our employees to take two days leave to support the causes that mean the most to them.

Ultimately, we understand that it’s up to all of us to build a brighter tomorrow. As a company, we’re dedicated to playing our role by leveraging our resources and expertise to generate positive change in the communities we work within.

Increasing our Social Spend

Since 2021, Sisk has partnered with Social Enterprise UK and the ‘Buy Social Corporate Challenge’, a group of high-profile businesses aiming to collectively spend £1 billion with social enterprises through their procurement. This challenge not only helps businesses engage with innovative suppliers and embed sustainability and diversity into their core operations but also helps high-performing social enterprises grow their revenues and impact by tapping into corporate purchasing power. In 2023, Sisk saw a 36% increase in social spend through social enterprises – over £1.2 million was spent by the business in the UK.

Social Value Highlights 2023



“Building structures is only part of our mission; our legacy lies in the communities we uplift and the social value we create with every project. By investing in sustainable practices and community engagement, we construct not just buildings, but create places for future generations.”

 **STEVEN MCGEE**
COO IRELAND & UK

*INFORMATION IS CAPTURED AND REPORTED THROUGH THE SOCIAL VALUE PORTAL. SOCIAL VALUE ADD IS CALCULATED THROUGH THE UK NATIONAL TOMS.



Social value in action

50 years of Sisk Toys

Sisk carpentry and joinery apprentices at its Dublin training centre celebrated 50 years of its toy making tradition that saw over 800 handcraft toys delivered to children's charities and hospitals across Ireland, UK and Europe during Christmas 2023.

The Sisk toy story is part of a long-standing tradition which was started by John G Sisk at its Naas Road workshop with an estimated 20,000 handmade toys having been produced by its apprentices over the past 50 years.



The construction industry is embracing new ways of working; sustainability and digital tools are now fundamental to Sisk and its toy making tradition. In 2023 the Sisk team made a conscious effort to make more wooden based toys including, rocking horses, trucks and art stations. These have been handcrafted using 70 percent of recycled wooden materials from timber off-cuts received from Sisk construction sites nationwide. Some of the timber materials includes MDF (Medium Density Fiber board) with much of this coming from disused site hoarding and signage.

Digital construction has now modernised its toy making approach with all of the toys being designed using digital tools with our Sisk apprentices now having the skillset and capability to design these toys. A CAD programme is now utilised and this has significantly reduced the time needed to design the toys.

Annual sleepout to raise money for the vulnerable people in the UK and Ireland

The annual 'Shine A Light' sleepout, organised by Focus Ireland, took place in October 2023. Ten Sisk employees slept out at two locations: Dublin (Croke Park) and Limerick (King John's Castle) and over €40,000 was raised by Sisk Staff. In the UK, the Big Business Sleepout took place Sisk employees raising funds for Happydays UK, a local charity providing food and Shelter to vulnerable people in Calderdale. The Big Sleepout was an opportunity to reflect, learn and come together to raise awareness and fundraise so that services can continue to bring hope in times of need.

Emergency Appeal for the British Red Cross

The project team and suppliers on the M6 Junction 10 Improvement Scheme fundraised to buy new sleeping bags, to be donated to an Emergency Appeal. The project and supply chain teams purchased

70 new fit for purpose high season sleeping bags and delivered them to British Red Cross, Camp Hill, Emergency Response Hub. The British Red Cross will use them to support those most in need both at home and abroad.

KINCA Beehives

Our project Sheffield Fargate and HZN co-sponsored a beehive for the local community group, KINCA (Kelham Island and Neepsend Community Alliance). In August the team assisted the voluntary group to extract and bottle the honey from the beehives. This rewarding volunteering took place over two days with our volunteers first extracting the honey from the hives and combs, then returning a few days later to take part in a bottling event. Sales from Kelham Island Honey go towards supporting community projects in Kelham where the Sheffield TCF scheme is based.



THE ANNUAL 'SHINE A LIGHT' SLEEPOUT

Social value in action (continued)

Allotment gardens for Whitechapel Centre

The Liverpool Isle of Man Ferry Terminal Project worked to deliver an allotment garden for the Whitechapel Centre. The Centre is a Liverpool-based organisation that provides support for homeless and vulnerable people. Sisk has been able to complete the new outdoor space along with the support of the subcontractors on site. The now completed garden, will provide a safe haven for The Whitechapel Centre's clients to spend time growing fruit and vegetables. The local community centre is also getting involved by offering courses in horticulture and cookery, so that the clients can cook with the produce they have grown.

Emergency Response Support in Midleton

During October extreme rainfall led to major flooding in Midleton and other parts of East Cork. Our Community Nursing Unit team were on the ground supporting the Health Service Executive (HSE) staff with the evacuation of patients from the existing community hospital.

The calm, immediate and coordinated response led by the Midleton CNU project manager supported the HSE and ensured patients' safety were paramount. This exemplary response was commended by many stakeholders involved and resulted in our project lead being presented with a Sisk Torchbearer award.

Supporting skills development in Cork

In 2023 Sisk teamed up with Mayfield Community School have teamed to offer students the opportunity to pursue apprentice careers. Through our Regional Building's business unit, we committed to taking on two new apprentices from the school and provide them with a direct entry path to the business. In addition, if the students must go to Waterford, Dublin or Limerick as part of their placement they will cover their accommodation costs.

As well as that, Sisk will provide ten Transition Year students with Safe Pass training and will take six TY students as part of their student placement programme. Mayfield Community School and Sisk have a strong relationship which stretches back to 1973. Sisk built the school in 1973 and there are several past pupils who are working with Sisk.



ALLOTMENT GARDENS FOR WHITECHAPEL CENTRE - BEFORE



ALLOTMENT GARDENS FOR WHITECHAPEL CENTRE - AFTER

A cycle for Dearcán

In September, a team of 19 cyclists, with three colleagues supporting them, cycled 310KM from Cork to Dublin over two days and raised over €35,000 in aid of the Dearcán Foundation, the foundation established in memory of our colleague Dave Tracey. Dave was passionate about young people and did everything in his power to ensure they got the best possible start in life, whether through an apprenticeship, college courses or various employment schemes. It is the vision of the Dearcan Foundation to continue the great work that Dave did for over 30 years.



Considerate Constructors Scheme

Sisk has been a partner of the Considerate Constructors Scheme since 2009, and in 2017 we supported the launch of the Scheme in Ireland, leading with the pilot and the first registered projects. Since then, our partnership has strengthened, and we are proud of the work undertaken across our projects. The Code of Considerate Practice along with our Sustainability Management System and Social Value Procedure helps drive higher standards and making sure the work we undertake has a positive impact on the spaces where people live, work and play. In 2023 Sisk won awards for A629 phase 1b, for the initiative: "Local Employment for Stone Work" "Sisk Christmas Toys".

Leading on responsible business practices



Engaging and collaborating with a supply chain with shared values and creating a sustainable legacy across our industry.

We recognise the impact our business decisions have on others, which is why we are dedicated to making sure that every interaction, every purchase, and every service provider we work with is aligned with stringent environmental, legal, social, and economic standards. It's our belief that by integrating these critical values into the heart of our procurement practices, we're able to create meaningful benefits for the people, communities, and environments in which we're active.

In our role as a business leader, we embrace the challenge of pioneering responsible and sustainable practices with enthusiasm and in the knowledge that our actions can influence the wider sector. We are committed to constant self-improvement, always exploring fresh avenues to amplify our impact on sustainability. Our dedicated team is the cornerstone of these endeavours, and it is with pride that we reflect on our 160-year heritage marked by outstanding

achievement, inventive solutions, and sustained success. Acknowledging that the path to sustainability is ever-evolving, we are dedicated to perpetual enhancement, teamwork, and creative progress. Our commitment extends to forging strong bonds with our suppliers, customers, and partners to craft sustainable solutions and foster benefits that ripple through our collective experience. By uniting our efforts, we are confident in our capacity to contribute significantly to environmental stewardship and to pave the way for a more prosperous future for the upcoming generations.



Our people and culture

At Sisk, each member of our team is pivotal to our mission of pioneering sustainable practices and responsible business.

In 2023, we achieved our goal of ensuring that at least 25% of our early career cohort – including graduates, interns, and apprentices – were female. Upholding our commitment to gender diversity, we aim to maintain or exceed this threshold into 2024 and beyond.

Currently, women constitute 19% of our global workforce, with this figure at 16% for our operations in Ireland.

> 2,354 Total number of employees in 2023

790 new employees during 2023

REGION DISTRIBUTION

	EE no	%
Ireland	1300	55%
UK	922	39%
Europe	132	6%
Total	2354	

2,354 Active staff end of 2023

Joiners in 2023	Female	Male
Under 30	54	259
30-50	92	296
50 +	11	78
Total	157	633

Leavers in 2023	Female	Male
Under 30	24	165
30-50	33	193
50 +	12	72
Total	69	430

Turnover rate end of 2023 14.20%

Parental Leave	Female	Male
	24	70

EVERY EMPLOYEE WHO HAS TAKEN PARENTAL LEAVE HAS RETURNED TO WORK, ACHIEVING A 100% RETURN RATE.



“We have talented and dedicated people who are driven by our Purpose of ‘Creating Places for Future Generations.’

With the diversity of skills and thought, and the depth of knowledge that we have right across our business, we will continue to work hard at making the world a better place for those generations that are coming after us, truly living delivering on our Purpose”



SEAN FITZPATRICK
HUMAN RESOURCES DIRECTOR

Positive working environment

Fostering a supportive and nurturing work environment is crucial to our achievements at Sisk.

We are committed to excelling in delivering value not only to our customers and shareholders but to our workforce as well. We understand that our strength lies in securing and nurturing top-tier talent within the industry. As a family-owned enterprise, we are grounded in our core values of Care, Integrity, and Excellence, which are deeply embedded in everything we do. Our dedication lies in the relentless improvement of our work settings, achieved by valuing our employees' feedback, pinpointing improvement areas, and enacting constructive transformations.

We strive to establish a work environment that embraces inclusivity and bolsters both personal and professional advancement, promoting cooperative efforts and empowering our employees to tap into and achieve their full potential. Our team is the key to our success, and our commitment is to cultivate an environment where every individual has the opportunity to prosper. Through steadfast

adherence to our values and proactive investment in our staff, we stand poised to not only attract but also retain the industry's finest talent, positioning ourselves as the preferred employer within our sector.

Learning and Development

At Sisk, we're driven by a firm belief that an organisation's success hinges on fulfilling its purpose. For us, this means delivering exceptional solutions to our clients. Central to this mission is equipping our workforce with the vital skills, knowledge, and experience required. By enhancing our people's capabilities, we're

not only fostering their ongoing, long-term growth; we are preparing them for future skills needs. This supports the retention of our talent and strengthens our position in attracting new talent for a career with us. We provide a variety of learning and development options, ranging from convenient online modules to in-depth leadership programmes and technical upskilling, including pathways to Chartership. Our dedication to the highest standards in recruitment, training, and professional development is the foundation for a productive and safe working environment. Through these learning opportunities, we aim to foster a workplace where every employee is empowered to realise their potential and excel in their roles.

// RESPONSIBLE BUSINESS PRACTICES IN ACTION

Elevate - Our Management and Leadership Development Programme

The Elevate programme, introduced in 2017, embodies our three-tiered approach to Management & Leadership development. More than 700 colleagues have advanced through at least one tier since the programme's launch. Following a comprehensive review in 2022, we rolled out a refreshed version of the programme in 2023. This update not only aligns with our latest business strategy but also places stronger emphasis on our commitment to diversity, inclusion, belonging, and the health and wellbeing of our workforce.

Numbers in 2023

Elevate Manage > 74 - Lead > 39 - Elevate Inspire > 16

Sisk Early Careers

We place a significant emphasis on nurturing our early career talent. It is a foundational aspect of our sustainable business model to offer opportunities that allow emerging professionals to grow and shape their careers with Sisk and within the broader industry. We offer tailored programmes for graduates, students, and apprentices, creating avenues for them to connect and grow with us.

Our programmes are designed to expand the individual's comprehension of our business while offering them opportunities to enhance their professional skills on our projects and through collaboration with professional bodies. We utilise advanced learning methodologies to offer a balanced mix of theoretical knowledge and hands-on experience, guaranteeing that participants gain a comprehensive and deep understanding of their respective fields. Currently, more than 12% of our team is actively participating in various stages of our early career development programmes.

Numbers in 2023

41 Graduates
28 Ireland - 7 Quantity Surveyors, 21 Engineers
15 UK - 5 QS, 8 Engineers

Training in Numbers in 2023

Total training hours delivered	47,760
Number of employees taking courses	1,095

DURING THE REPORTING PERIOD, EMPLOYEES RECEIVED AN AVERAGE OF 20 HOURS OF TRAINING EACH.



The Sisk Graduate programme was the perfect start for me moving into the working world. Coming straight out of college the programme appealed to me because of the support that is there for all graduates, through in person and virtual training, insights into all aspects of the company, direct access to the Early Careers Team for advice and the opportunity to experience multiple sites. The decision to live and work abroad was majorly helped by Sisks effort to make the leap as easy as possible by getting me into contact with the right people and delivering the right support for wherever I choose. Sisks Graduate Programme was the right choice for me to get the best possible start as an Engineer



ELLEN PHELAN
GRADUATE ENGINEER

// RESPONSIBLE BUSINESS PRACTICES IN ACTION

Site Manager Development Programme

The Site Management Development Programme aims to furnish our foremen with the requisite skills and knowledge to become successful Site Managers and Site Agents on Sisk projects. Fulfilling these roles is vital for the success of our projects as they establish the tone and culture on-site. Therefore, we are committed to empowering our foremen and women to embrace these critical roles with confidence and skill. In 2023, we expanded our Site Manager Development Programme to all jurisdictions and business units. Come October, twenty foremen convened for two days of knowledge sharing, networking, and meetings with senior leaders from across the business. The delegates visited a life science project, the Plant Department and John G. Sisk Joinery Training Centre, providing them with a comprehensive insight into various functions within the company.

Programmes for upgrading employee Skills & transition

- Elevate Leadership Development Programmes
- Board Development Programme
- Site Manager Development Programme
- Trainee Quantity Surveyors
- Trade Apprenticeships - C&J and block laying
- Early Careers Graduate Programme
- Safe Safer Sisk
- Commercial Training Programme

“

“Sisk value and appreciate their apprentices and go above and beyond to ensure that they have the training and learning to develop their skills and knowledge to become the future civil engineers, site managers and quantity surveyors. The company has supported me throughout my apprenticeship by listening to my goals and what I want to achieve and reacting to these by putting me through the relevant training required to achieve these.”



SOPHIE DICK
DEGREE APPRENTICE JOHN SISK & SON

Apprenticeships

Learning on the job.

Sisk have a long history of supporting apprenticeships, emblematic of this is the Training Centre and Joinery, which was first established in 1967. It has built a strong reputation of training apprentices not just for Sisk, but for the industry at large. We provide a unique carpentry and joinery apprenticeship that offers apprentices the opportunity to ‘earn and learn’ while developing real life skills with many going on to become our next generation of site managers. However, that is not the only type of apprenticeships we support. We have a range of employees undertaking apprenticeship that include civil engineering, quantity surveying, planning, mechanical engineering, and construction site management.

World Skills

World Skills Ireland stands as a collaborative initiative uniting businesses, industry, educational entities, training organisations, and government bodies to advocate for and enhance the value of skills and apprenticeships, crucial for developing tomorrow’s workforce. In 2023, the Royal Dublin Society (RDS) hosted an exciting three-day event showcasing a wide array of skills and professions from various sectors, including catering, construction, hair & beauty, among others. We were proud to have two apprentices from Sisk participate in the carpentry competition. Additionally, a Technical Designer from the business brought his expertise to the event as a judge in the joinery competition. Alongside the competitions, the World Skills Ireland event featured panel discussions with industry leaders including our CEO and manager of the Joinery Training Centre. The event welcomed secondary school students free of charge, providing them with a priceless chance to see apprentices from various trades demonstrate their skills in contests.

Sisk hosted a stand at the event, staffed by enthusiastic volunteers and we broadened our scope beyond conventional craft apprenticeships by showcasing digital construction and had engineers and surveyors fielding questions from students. Being part of the World Skills Ireland event demonstrates our dedication to nurturing new talent, emphasising the value of skills and apprenticeship programmes, and highlighting the rewarding career paths that our industry presents.

Techno Teachers

The collective of secondary-level woodworking and construction teachers in Ireland, collaborate with John Sisk & Son as industry partners. In 2023, the association convened for their first conference since 2020, presenting us with the opportunity to connect with educators from the entire spectrum of construction disciplines, exchange insights on the latest industry innovations and share developments in apprenticeships. During this event, our colleagues at Vision Built also showcased Modern Methods of Construction to the assembled teachers.



Sisk is proud to be recognised as a CPD Accredited Employer by Engineers Ireland, reflecting the high calibre of our training and development programmes for engineers. With this accreditation, our engineers are assured of meeting their annual CPD requirements and are supported as they pursue professional titles. Furthermore, our ICE-endorsed training scheme in the UK offers structured learning and professional development support to engineers across the company, facilitating their journey toward gaining professional qualifications.

Equality, Diversity, and Inclusion

Our dedication to fostering equality, diversity, and an inclusive environment that honours and appreciates every individual, culture, and group remains unwavering.



This ethos is at the forefront of our engagement with employees, visitors, clients, suppliers, contractors, and the communities where we operate. Our team is a tapestry of diverse backgrounds, cultures, and experiences, which we consider crucial to our success.

To attract and retain the most talented people, we are committed to fostering equal opportunities and nurturing a work environment where respect and dignity are standard. We aim to create a setting where every employee can work with confidence and empowerment, fully embracing their identity, and where every contribution is acknowledged and celebrated.

We embody our principles by actively addressing inappropriate behaviours and practices that conflict with our values. In doing so, we encourage our employees to follow suit, integrating our core values and culture into our daily operations. A series of initiatives has been established to further this mission, ensuring a welcoming and inclusive workplace for all.

EDI mentoring overview

The program has enjoyed success, with many mentees advocating for it amongst their colleagues. Notable benefits include heightened confidence in career advancement, enhanced access to support networks, and increased job satisfaction. This initiative reflects one example of our steadfast dedication to nurturing our female workforce and advancing diversity and inclusion within our company.

Gender Pay Report

Our dedication to narrowing the gender pay gap and fostering a gender-equitable workforce stands firm. While we've seen improvements from our initial 2017 report to the most recent one in 2023, it's clear that women remain markedly underrepresented in upper management roles, which contributes to the persisting pay disparity. We are actively working to change this.

Committed to making a difference, we are at the forefront of inspiring new talent—particularly young women—to explore careers in construction. Moreover, we are actively showcasing the array of career paths our business offers, spanning from STEM-related fields to other dynamic and fulfilling areas.

We are not only focused on attracting new talent but are also deeply committed to the retention and progression of our current female employees. Addressing the gender pay gap effectively requires this sustained effort, not just in our own business but in the sector as a whole. By creating a workplace where we both attract diverse talent and then see this talent succeed and progress through to senior roles, we are building a stronger team to drive our business forward.



FOR OUR LATEST GENDER GAP PAY REPORTS, CLICK HERE:

International Men's Day and International Women's Day at Sisk

We paid tribute to our exceptional male and female colleagues by encouraging everyone to nominate standouts in various categories for an internal award.

The event was both enjoyable and a heartfelt salute to those within our company who exemplify and promote equality, diversity, and inclusion—individuals who make us extremely proud to count as members of our team.



Equality, Diversity, and Inclusion (continued)

Intersectionality

Recognising the layered nature of individual identities, there's a growing focus on intersectionality and its impact on personal experiences.

International Women's Day stands as a powerful call to celebrate the accomplishments of women, champion gender equality, and drive action towards a fairer world for every gender—a world that requires unwavering dedication from both individuals and the global community. The day also casts light on the nuanced realities of women's lives, urging us to consider the complex interplay of race, ethnicity, socio-economic status, sexual orientation, and other factors that uniquely shape each woman's experience. This year, Sisk celebrated IWD with a companywide call to action to delve into the meaning of equity and how we as individuals and as a collective can better embrace equity in the workplace.

New Employee Resource Group

In 2023, during Pride Month, we launched the LGBTQI+ Employee Resource Group named True Colours, affirming our support for LGBTQI+ colleagues. This initiative has begun to bridge some of the gaps present in our workplace. The group has increased visibility by introducing rainbow-coloured lanyards and also organised an 'LGBTQ+ Essentials' webinar, which educated our colleagues on key terminology and language. With an eye on the future, the group has prepared a work plan for 2024, which we are all excited to see come to fruition.

In 2023, Sisk also took significant strides to support our team through various life stages, particularly when growing their families. We rolled out the 'Temporary Reduced Working Week for Non-Birthing Partners Policy' alongside enhancements to our family leave policies. These steps reinforce our commitment to Care - a core value that transcends the workplace and underscores the importance of ensuring our colleagues have policy support to manage both their careers and home lives effectively. Additionally, we introduced the Sisk Connect network, an initiative aimed at easing the transition for our international colleagues moving to Ireland or between placements.

Fertility Awareness

Navigating fertility issues while working can be challenging, both emotionally and practically. To foster greater understanding, our EDIB Steering Group launched a two-part webinar series focused on fertility. The initial session tackled the topic of male infertility, and the subsequent session delved into the emotional and psychological effects of fertility issues at work. This crucial endeavour marks a significant move toward bringing attention to the more challenging and often unrecognised issues that our colleagues may encounter.

Neurodiversity awareness

Neurodiversity inclusion is a concept that recognises and values the diversity of neurological differences in individuals, including conditions such as autism, ADHD, dyslexia, and other neurological variations. Neurodiversity inclusion is a concept that recognises and values the diversity of neurological differences in individuals, including conditions such as autism, ADHD, dyslexia, and other neurological variations. It underscores the understanding that neurological differences are an integral and enriching aspect of human diversity, comparable to diversity in gender, race, or ethnicity. Neurodiversity inclusion is an area Sisk is actively developing. As a first step, we've hosted a 'Neurodiversity 101' awareness webinar and are dedicated to further enhancing this initiative in 2024.

Investors in Diversity

Sisk's progress toward a more equitable and inclusive workplace has been propelled by various EDIB initiatives in recent years. A highlight in this journey is our receipt of the 'Investors in Diversity Silver' award from the Irish Centre for Diversity, which we initially received in May 2021 and which serves as a milestone in our ongoing commitment. The 'Investors in Diversity Silver' award gauges our cultural environment by reflecting our people's perceptions of fairness and inclusion. It has shed light on our strong points as well as the areas we need to improve upon. After a successful campaign, Sisk upheld its Silver status, showcasing advancements in numerous sectors. Although we're pleased with the progress observed, the report clearly indicates there's lots of work still to do.



// RESPONSIBLE BUSINESS PRACTICES IN ACTION

It's Only Banter

Recognising the need for a work setting where everyone is valued and respected, we initiated a campaign to heighten awareness and underscore the impact of our words and behaviours on others in the workplace.

Our 'It's Only Banter' sessions, now a staple across our company, are designed to deepen our understanding of the effects our actions and conduct have within the workplace. Led by senior leaders dedicated to fostering a workplace free of bias and discrimination, these sessions are instrumental in strengthening our team and enhancing our commitment to a secure and inclusive work environment.

As of December 2023, over 1,700 employees, nearly three-quarters of our workforce, have engaged in these 90-minute thought-provoking virtual workshops focused on inclusive behaviour and language. We are maintaining this momentum by consistently offering these sessions to our new starters as well.

"Sisk has positively evolved over the years into a much more multi-racial and diverse organisation, with a huge range of in-house disciplines and expertise. Courses like this provide an opportunity to reflect and ensure that we keep going in the right direction."

ANONYMISED FEEDBACK FROM EMPLOYEE

Raising the construction workforce of the future

In September 2023, the Royal Academy of Arts in London became the focal point for Sisk's annual showcase event, which this year was titled 'Raising the Construction Workforce of the Future'.

This event brought together industry specialists, clients, supply chain members, and local councillors, totalling approximately 220 attendees, to tackle the pressing challenges of an ageing workforce and the urgent need to attract new talent into the construction sector.

The event featured a lineup of esteemed speakers and panellists:

- Steven Bartlett, an entrepreneur, speaker, investor, author, BBC Dragon, and host of The Diary of a CEO podcast, shared insights on how technology is shaping our future lives.
- K D Adamson, an expert on the impact of new digital paradigms, technologies, global megatrends, and new generational mindsets on business and society.
- Kate Bellingham, a former presenter of Tomorrow's World and President of Young Engineers, discussed attracting and retaining the future generation into construction.
- Nidaa Alazmeh, BIM Lead at John Sisk & Son, highlighted the use of technology to attract future generations to construction.

for greater engagement with students around STEM and the opportunities for showcasing new technologies, such as virtual reality, to spark interest in construction. Feedback from the event was overwhelmingly positive, with attendees impressed by the insights shared and the comprehensive approach to addressing the construction industry's future.

'Raising the Construction Workforce of the Future' was not just an event but a call to action for the construction industry to adapt, innovate, and attract the talent necessary to face future challenges. It highlighted the importance of understanding and leveraging technology, sustainability, and inclusivity to build a resilient and dynamic workforce for tomorrow. The event took place at the Royal Academy of Arts, London, incorporating a tour led by the Sisk team involved in the renovation and building of an extension to the RAA. The RAA Burlington Site Project showcased the integration of high-quality construction with historical significance.



This event was crucial for several reasons:

- **Addressing Workforce Challenges:** It underscored the industry's real challenges, including an ageing workforce and the need for over a quarter of a million extra workers by 2026.
- **Embracing Change:** With significant challenges such as sustainability, emissions, technology advancement, and the need to improve delivery and quality, the event focused on developing strategies to make the construction industry more appealing to newcomers.

The event's key takeaways included a recognition that the construction sector needs to become more dynamic, encourage diversity, and shift focus from processes to people.

The event also highlighted the importance of investing in engaging people with the construction industry through various platforms like social media, addressing the need for greater engagement with students around STEM and the opportunities for showcasing new technologies, such as virtual reality, to spark interest in construction.



Ethical procurement and transparency

Moral and ethical conduct is paramount to us, forming the foundation of all our operations, across every location.

Ethical and transparent business practices aren't just vital—they're non-negotiable. We anticipate that every employee will embrace and exemplify these principles in all aspects of their work. Additionally, our ethical guidelines and policies are not limited to our direct team but encompass everyone representing Sisk, from temporary staff and apprentices to interns, subcontractors, consultants, agents, and our subsidiaries throughout the UK, Ireland, and mainland Europe. Our business ethos honours the distinct character of each region we serve, fostering enduring and fair partnerships through cooperative engagement. We strive for the highest standard in every aspect of our operations, consistently upholding local laws and regulations. This dedication to ethical conduct and transparency is key to our progress as a forward-thinking organisation invested in the future.

Our policy framework is the backbone of our commitment to corporate integrity and sustainability. It is deeply ingrained in our corporate culture and necessitates that every team member partakes in compulsory educational sessions via Percipio, our dedicated e-learning portal. The curriculum is thoughtfully curated to encompass a range of pivotal subjects, from EU antitrust regulations and EU GDPR compliance to global anti-bribery, conflicts of interest, and UK modern slavery. To underscore their significance, all policies receive the formal sign-off from the CEO's office.

- **Anti-Bribery & Corruption Policy** - Initially approved in 2019 and revised in 2022, this policy extends to every employee, officer, and associate within the company. It is the responsibility of each individual associated with the company to uphold and exemplify the highest standards of ethical business conduct.
- **Conflict of Interest Policy** - Updated in 2021, it acknowledges the inevitability of conflicts of interest, emphasising the importance of their appropriate management. This policy extends to all personnel within Sisk, across its subsidiary entities, and to any individuals representing the company's interests.

- **Speak Up Policy** - Aimed at fostering a culture of transparency and accountability, this policy serves to encourage individuals to voice concerns and report suspicions of misconduct or hazards connected to our operations. Areas of concern include but are not limited to bribery, fraud, criminal activities, justice failures, violations of our internal controls or policies, any form of discrimination or social injustice, health and safety threats, environmental harm, breaches of legal or professional duties, and the hiding or elimination of information regarding any such improprieties.
- **Modern Slavery and Human Trafficking Policy** - Our anti-slavery stance, in compliance with Section 54(1) of the UK Modern Slavery Act 2015, underscores our dedication to ethical conduct and integrity across all business interactions. We are committed to the development and application of robust systems and controls that guarantee the absence of slavery and human trafficking within any sphere of our business and throughout our supply chains.
- **Responsible Procurement Policy** - Aligned with our overarching sustainability goals, this policy bolsters our corporate mission of enacting positive change among our stakeholders, clients, and the broader community, as well as fostering environmental stewardship.

“We believe that maintaining the highest standards of ethics and transparency is not only a legal obligation but a core value that drives our long-term success. By committing to ethical practices and transparent communication, we ensure that our stakeholders, from employees to customers, can have confidence in our actions and our vision for a sustainable future.”



MAURA TOLES
GROUP COMPANY SECRETARY & CHIEF LEGAL OFFICER

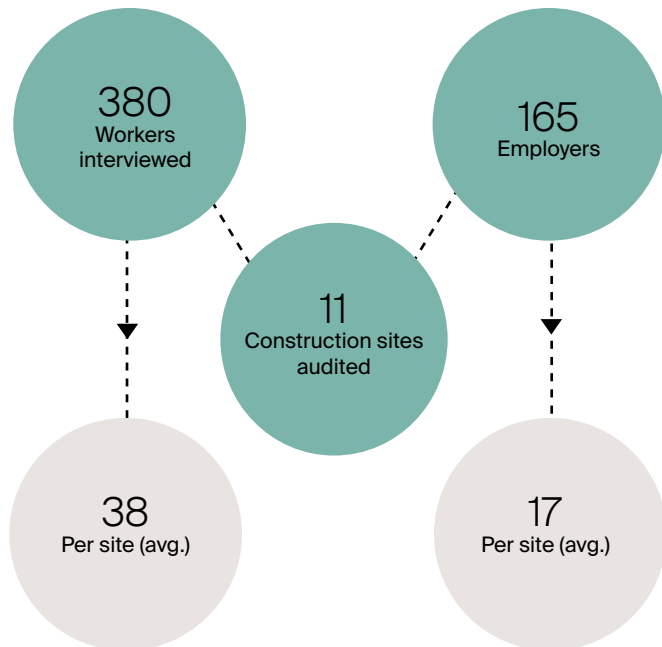


Preventing modern slavery

For the past four years, we have partnered with Achilles to establish a comprehensive labour practice review process.

As part of this, we carried out ten Worker Engagement Surveys in 2023 across our projects to understand the experiences of our workforce. Any issues identified were then reported to our supply chain partners and addressed promptly, ultimately leading to an appropriate resolution.

Our unwavering dedication to the eradication of modern slavery and human trafficking shines through in our comprehensive '[Modern Slavery and Human Trafficking Policy](#),' accessible on our website. Embracing a proactive approach, we are wholeheartedly committed to upholding the principles of dignity, respect, and fairness for every person within our supply chain.



Sisk supply chain awards

Driving sustainability in construction.

In November, we celebrated our Sisk Supply Chain Awards, which recognise our suppliers' commitment to sustainability and lowering carbon emissions. These awards are about more than just acknowledging top achievers; they highlight the collective push in the construction industry toward net zero emissions.

The event, a highlight on the Irish construction calendar, gathered over 900 attendees at The Convention Centre in Dublin. With 200 nominees and 19 winners illustrating what we can achieve together, the night celebrated individual business excellence and the collective stride of Sisk's supply chain partners from Ireland, the UK, and Europe towards more sustainable practices.

The awards underscore the critical need for joint efforts to meet sustainability goals, including reducing indirect emissions within our supply network. They also highlight the importance of embracing innovative construction methods like Modern Methods of Construction (MMC), offsite fabrication, and digital technology.

The Sisk Supply Chain Awards are set to be more than just an annual ceremony; they're shaping up to be a driving force for sustainability in the construction sector, inspiring industry-wide action towards environmental and social responsibility.



Embracing innovation and digital technology



At Sisk, our commitment to embracing innovation and digital technology and staying at the forefront of change is woven into the very fabric of our mission.

In 2023, we rolled out our strategic plan, 'Breaking New Ground', which embodies a comprehensive and cohesive approach to Net Zero Construction, Modern Methods of Construction (MMC), and Digital Transformation. On the ground, our commitment to innovation and adopting digital technology is evidenced through our streamlined and digitally enhanced construction site processes. We're also taking significant strides at the product level, partnering closely with our supply chain to integrate lower carbon design and material solutions across a broad spectrum of projects. Our innovation journey extends through every layer of our company, from empowering and advancing our workforce to broadening our range of services. An example of this is our Integrated Sustainable Solutions (ISS) team, which offers pioneering MMC & design optioneering and optimisation, as well as whole life carbon measurement and reduction services through evidence-based solutions backed by research. The ISS team is focused on finding and supporting the development of the right solutions to address today's challenges and collaborates not just within our company but with projects, design teams, clients, industry partners, academia, and our supply chain. With smart solutions being rolled out across our projects, coupled with advanced tools like Building Information Modelling (BIM) and robust Information Management systems, alongside the dynamic capabilities of our teams, we are not just imagining a more sustainable construction sector—we are actively building it by fostering a culture of innovation, efficiency, and precision.

Innovation and investment

In 2023, our dedication to expanding our Digital Project Delivery (DPD) capability reached a pivotal point. After years of strategic investment, we observed a significant shift in how digital solutions are perceived and integrated within our operations, with 2023 bringing a transformative leap in acknowledging the substantial benefits digital advancements bring to our projects. There is now an established appreciation and widespread understanding of the following:

- We've effectively strengthened our business with a robust digital competency, thereby optimising the potential of technological applications for our clients, our teams, and the broader communities within which we work. In 2023, our BIM team expanded by 30%, broadening our 3D, 4D, and 5D capabilities and forming specialised units in Geo-Spatial Engineering, Data Insights & Knowledge Management, Carbon Engineering, and Sustainable Design.
- We have cultivated a 'digital by default' mindset among our teams, ingraining a philosophy where digital solutions form the cornerstone of our operational thinking. This progressive mindset will catalyse our efforts towards achieving our strategic priorities in relation to Net Zero, Modern Methods of Construction, People and Culture, while also driving improved Quality of Earnings for our business.
- Within a representative sample of ten active UK projects, our Digital Project Delivery approach has achieved approximately £32 million in verified cost avoidance in 2023, which is equivalent to 3.3%

of the total combined value of these projects. Moreover, 80% of these projects are adhering to their most recent contract schedules, maintaining 'on-programme' status.

- We have transformed our business into one that recognises the intrinsic value of data as a fundamental strategic asset.
- We've set up new technological infrastructures and established new partnerships, equipping our business to progress, innovate, and lead from the digital frontline.

Our commitment to innovation is ongoing and integral to our sustainability ambitions. This investment is demonstrated in numerous initiatives, one of which is our active engagement with Research and Development (R&D) Tax Credit schemes across our areas of operation. This commitment has translated into qualifying innovation spend in forty-six of our projects in the past year, verified by certified R&D tax professionals according to local scheme requirements. These innovations cover a broad spectrum of our work, from foundational construction in difficult terrains to crafting advanced off-site manufactured components for our construction and infrastructure projects. We consistently leverage and disseminate these advancements across our company via our robust knowledge management processes, ensuring every team involved in delivery is well-informed and equipped to implement industry-leading practices.

Data analytics and artificial intelligence

Our overall data capabilities are evolving, firmly rooted in our solid IT infrastructure, governance, and processes, and underpinned by the development of our data warehouse.

This advancement enables us to aggregate and structure our data, fostering the generation of new insights and ensuring these insights are accessible to decision-makers. As we pivot to data-driven delivery, the extensive data generated across our systems and projects is increasingly tapped into. By continuing to invest in data analytics, our dedicated data team, which harnesses expertise from across the company, devises solutions that exploit data insights to spot trends, enhance efficiencies, and amplify performance. This data is meticulously captured and ordered in a data warehouse and then analysed and visualised through automated, streamlined reports and dashboards, empowering our operational staff with the information they need right at their fingertips to guide their decision-making.

Our data management approach thrives on the collaboration between our operational teams and IT specialists, recognising that managing data effectively requires input and alignment from all stakeholders. Through this, our data teams have continued developing insights and analytics on business-critical areas, including safety, quality, design and procurement, amongst others. By automating our processes, we continue to free up our team's time to focus on data analysis rather than manual report generation. Such automation also accelerates the availability of data, enabling informed decisions to be made promptly and thereby aligning with the immediate needs of the business rather than waiting until the end of a reporting cycle.

To solidify our position as pioneers in innovation, we continue to explore the range of new, cutting-edge solutions being developed in the market. As such, and acknowledging Artificial Intelligence's transformative power, we have partnered with vendors to harness these capabilities together. This strategy has resulted in exciting collaborations with vendors who are equally committed to innovating and co-creating universally applicable solutions that benefit the broader industry. Leveraging the potential of data and advancing a culture of innovative thinking, our Data Academy has seen substantial growth. This thriving community of 'citizen analysts', now over 100 strong, gathers monthly to share insights and develop

collaborative solutions that span our projects and functional areas. With this platform, we're able to foster innovation more effectively, reducing the time it takes for pioneering practices to become ingrained within our everyday operations .

Expanding our data analytics capabilities, our partnership with Projecting Success, a UK-based data consultancy, has enabled us to upskill nine of our operational staff with no previous IT expertise through apprenticeship qualifications in Project Data Analytics. This initiative has equipped team members with essential coding and data analysis skills. We are also actively pursuing a partnership with the Analytics Institute of Ireland, positioning ourselves as the first construction company to initiate this type of collaboration. Aimed at tapping into training and forums, this initiative will equip our staff with advanced skills and keep us at the cutting edge of the industry's latest ideas, developments and opportunities.

Recognising the critical role of data in enhancing operational efficiency and the growing importance of upskilling our staff in data use, we are developing training tools and career roadmaps—both for full-time practitioners and 'citizen analysts'. Consequently, Sisk is actively contributing to the development of the Association for Project Management's (APM) 'Developing Project Data Analytics Skills' guide. Moreover, we have actively continued our support for Projecting Success' "Hackathons", with a notable event at Manchester's Etihad Stadium. These hackathons provide a unique platform where our team can collaborate with peers from the construction and various other sectors to tackle real-world problems presented by a range of companies and industry bodies. Impressively, one of our teams secured second place at this event, creating an innovative risk management tool. In 2023, we launched our Knowledge Management Strategy, a plan crafted in collaboration with our Data Insights team, acknowledging the intrinsic link between knowledge and data. This strategy fuses our team's collective experience with solid data to showcase our expertise. The team has also launched a new 'lessons learned' process to analyse our projects systematically, extracting best practices and areas for enhancement to apply across the company and in future projects.

This ensures that our clients and partners consistently receive the best of Sisk's expertise, no matter the project location.

Data analytics holds tremendous potential for driving positive transformation within our industry, and at Sisk, we continue to develop the tools, skills, and cultural mindset to embrace this potential. As we progress on our data journey, our aim shifts from merely allowing data to pose questions about potential changes to empowering it to provide definitive answers on the most effective course of action.



"We have recently seen substantial progress in the implementation of our data strategy, with a focus on the organisation, automation and visualisation of our data allowing us to develop and share insights with our teams in close-to real-time. By providing this trusted, timely information we are shifting towards a culture of data-driven decision making and benefiting from the efficiency and effectiveness of this approach across the business".



CHARLIE CORCORAN
HEAD OF TECHNOLOGY,
ARCHITECTURE & DATA



ALEX COLES
HEAD OF DATA INSIGHTS &
KNOWLEDGE MANAGEMENT

Modern methods of construction and low carbon materials

In 2023, we strategically enhanced our capabilities by setting up a dedicated Sustainable Design team and initiating MMC Integration Leads.

With their expertise in innovation and sustainable design, encompassing areas such as carbon management, sustainable design methodologies, Design for Manufacture and Assembly (DfMA), engineered solutions, and MMC strategy across categories 1, 2, 5, 6, and 7, these teams are driving innovation and pioneering change in how Sisk approach projects.

Furthermore, our Sustainable Design team engages in extensive in-house research on materials, ensuring that the solutions we offer to our clients' balance functionality, resource usage and commercial considerations. The insights gleaned from this research play a critical role in our carbon optioneering analyses, leading to substantial, real-world reductions in project carbon footprints.

Innovation in Off-Site Manufacturing Progress Reporting at Wembley, London, UK

By integrating smart technologies into our construction processes, we've redefined how we monitor off-site manufacturing. Central to this transformation is the embedding of advanced digital tools and 3D data interoperability, which have effectively streamlined the journey of precast façade panels from the workshop to installation. This innovative approach automates tracking and reporting, anchored by 3D data, making complex workflows manageable and transparent. A specially designed dashboard now tracks the production progress and embodied carbon of the precast façade panels for our NEO2 and NEO3 panels.

One of the many benefits of this approach is the time saving on reporting. Previously, the project team would spend a considerable amount of time (up to 72 hours) compiling, updating, and reporting on over 1700 individual façade panels. However, this new approach completes the configuration process significantly faster (up to 72 times faster), resulting in substantial time savings. A key benefit of this process is the ability to link multiple data sources into the 3D environment and connect data. Linking this information enables real-time planned vs actual analysis and supports our net zero agenda by allowing us to monitor our embodied carbon in a more accessible and tangible way.


Furthermore, the reporting process that used to take eight hours is now completed in ten minutes (up to 98% time saving against the traditional process), empowering our project team to prioritise delivering excellence with less time spent on reporting. By leveraging cross-platform automation and 3D data, we have eliminated manual tasks and enhanced progress monitoring. Real-time visibility into the manufacturing process of each façade panel enables proactive decision-making and streamlined project management.

This process has also been recognised by the industry and has won multiple awards in 2023. The impact of this advancement has also extended beyond its initial application, capturing broader attention for its potential to streamline the management of other off-site manufactured elements.

This process has also been recognised by the industry through winning multiple awards in 2023.



“Transforming construction through sustainable practices and embracing new technologies is crucial for our future. By innovating today, we ensure not only the resilience and efficiency of our projects but also a healthier planet for generations to come.”



DONAL MCCARTHY
COO DATA, LIFE SCIENCES AND TECHNOLOGY

LCA AWARDS 2023

Use of digital rehearsal

In recent years, digital rehearsal has become the cornerstone of our project execution strategy.

Central to our operational ethos, it brings a new era in elevating project performance and outcomes, delivering comprehensive value at all project stages—from the initial bidding stage through construction, right up to the handover of the completed asset.

From start to finish, our project teams apply 4D planning techniques to ensure programme certainty, rigorously testing and digitally rehearsing all aspects of the project to ensure we have full confidence in our strategy to deliver on-site.

Moreover, in 2023, we enhanced our digital rehearsal capabilities even further by migrating them to a web browser platform accessible

to all parties, enabling dynamic and collaborative issue tracking and managing of CDM and safety issues all in one place, thereby maximising the collaboration across internal and external project teams. This process enabled us to reduce construction costs by 33%, speedup delivery by 50%, and increase productivity by 15%, all in line with the UK's 2025 construction targets.

To bring together all technical and non-technical stakeholders, we have developed Smart, a connected issue tracking and resolution dashboard that gives visibility on any issues identified, the audit trail of actions taken to resolve these issues, and potential cost avoidance value to the project.

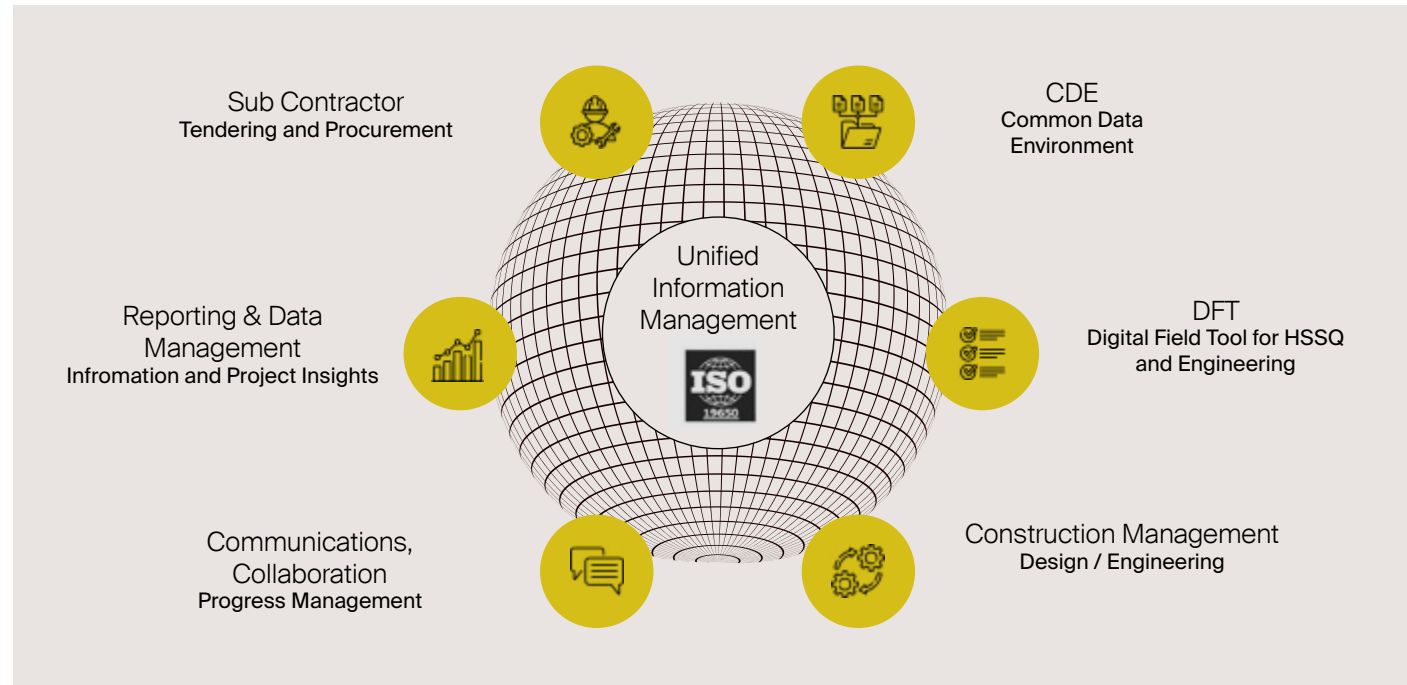
Unified Information Management Approach

At Sisk, we have excelled in our Information Management process by creating a fully collaborative and unified platform where our project teams, supply chain and clients can work seamlessly. This provides a single source of information throughout the life cycle of the project. It provides clarity to all stakeholders and supply chain team members on the latest, most relevant information to be used at any given time and integrates the information provided by various design, engineering, and construction activities all in one place. Crafted to be device agnostic, this platform ensures that whether on-site or in the office, our team can access all essential functionalities from any device, promoting flexibility and real-time engagement.

This integrated approach allows us to link 2D and 3D information in one place and work smarter and faster using metadata linked to various datasets. This enables us to find information much quicker and tailor the interface to different users' needs, maximising the value to the end user.

Additionally, we have streamlined our process by centralising all technical details and queries. This creates a comprehensive audit trail within a single repository, capturing information flow, decision-making, and current status updates. This consolidation significantly benefits our projects, providing crystal-clear information for both Sisk teams and our supply chain, ensuring that everyone is aligned, for example, on any package revisions issued and when these revisions are issued.

On Project Kells, this streamlined approach resulted in significant cost avoidance, saving over €71,749.12 on paper alone. Additionally, it facilitated a time saving of more than 2,000 hours, thanks to immediate access to the right information. Overall, this method led to a 50% increase in efficiency for project teams when accessing and managing information throughout the project life cycle.



Transforming construction

Sisk's sustainability journey with Construct Innovate.

Sisk's engagement with Construct Innovate underscores the company's commitment to innovation and sustainability within the construction industry. Reflecting a shared vision to transform Ireland into a global leader in sustainable construction and built environment technology, Sisk, in collaboration with Construct Innovate, is driving and participating in research projects that push the boundaries of construction technology and innovation. Launched in 2021 with the support of Enterprise Ireland and hosted by the University of Galway, Construct Innovate forms a dynamic alliance of academia, manufacturers, and developers focused on the industry's urgent issues—sustainability, tackling the housing shortage, and achieving Ireland's net zero objectives.

Through this consortium, members work together to enhance productivity and advance the necessary skills and training for Ireland's sustainable future.

Since its launch, Sisk has been a key player at Construct Innovate, actively participating on the Centre Steering Committee, engaging in research, and sharing knowledge. For example, Sisk's presentation 'Our Journey Towards Carbon Neutral and Zero Avoidable Waste' shed light on the steps being taken within Sisk to integrate circular economy principles and reduce material usage through modern methods of construction (MMC) and sustainable design. Sisk is involved in Construct Innovate's low-carbon concrete research project, which, by using industrial waste, explores sustainable cement alternatives to reduce the industry's carbon footprint while advancing circularity across the construction sector.

By participating in ground-breaking research and advocating for sustainable construction practices, Sisk reinforces its commitment to delivering sustainable construction solutions.

Advancing cross laminated timber technology

Sisk is at the forefront of Cross Laminated Timber (CLT) research, championing the use and adoption of timber as a sustainable building material. Sisk created a CLT demonstrator in Galway, which showcases the possibilities of this sustainable, mass-engineered timber product. This demonstrator, built in collaboration with the Bonham Quay Regional Building team and supply chain partner Finsa, showcases Sisk's dedication to eco-innovation, while also serving as a tangible platform for ongoing dialogues with clients and the broader industry about advancing low-carbon design and construction.

As an active participant in the University of Galway's Timber Engineering Research Group and a member of the Government's Acceleration of Timber Adoption Group, Sisk is deeply invested in advancing timber technology. By hosting regular informational sessions and client events, the Sisk team aim to foster a culture of knowledge exchange and collaboration, furthering the industry's collective understanding and application of CLT in construction.

Shaping the future of eco-friendly building

As early contributors to the design phase of a significant commercial development, our sustainable design team embarked on a mission to refine the building's structure with the dual goals of resource efficiency and embodied carbon reduction. Our rigorous scrutiny



covered various grid configurations and assessed a spectrum of materials from conventional concrete and steel to innovative mass timber.

We selected twelve distinct alternatives from numerous possible designs for in-depth analysis, aiming to quantify the potential carbon savings each presented. Our analysis was comprehensive, factoring in the carbon costs and the broader environmental and social impacts of material choices. We then collated these findings into a clear narrative for our client, illustrating the tangible benefits of each option.

The standout solution leveraged mass timber, preserving the integrity of the building's grid while significantly reducing carbon intensity. This approach enhanced the structural efficiency, minimised construction noise and disruption, and aligned with promoting the wellbeing of its future occupants.

Our work on this project aligns clearly with our commitment to reducing the environmental impact of our projects and benefiting not only our clients but also the communities we serve and the environment we all share.



Optimising resources

The Dunkettle Interchange Upgrade Scheme demonstrates Sisk's commitment to reducing the environmental impact of this significant construction project. By embracing design innovation, the Sisk engineering team successfully reduced the need for fill material by a notable 17%. This was accomplished by re-engineering the slope design to a steeper 70-degree angle, which not only decreased the required fill quantity but also reduced the environmental footprint of the slope's base. In a strategic move to source materials, the project team procured over 450,000 tonnes of embankment fill material from nearby developments under a special license.

This approach significantly reduced the carbon emissions typically associated with transporting materials, as these were sourced within an 8km radius—much closer than the nearest licensed quarry 15km away. The project managed to save an estimated 250 tonnes of CO2e, embodying the principles of a circular economy by transforming potential landfill waste into valuable construction resources. Furthermore, the project capitalised on rainwater harvesting to supply road sweepers and power washers, which generally consume around 1000 litres of water daily. This sustainable practice allowed the project to operate entirely on harvested rainwater during wet periods. Even in drier conditions, while the rainwater didn't fully meet the demand, a significant portion of the needs were covered, highlighting the team's commitment to sustainable resource use. All these steps contributed to more efficient operations, showcasing that practical and sustainable construction methods can go hand in hand.



// INNOVATION IN ACTION

Award Winning MMC: A Modular Solution Delivering Rapid Programme and Carbon Savings

In April 2022, Sisk was presented with a pressing humanitarian challenge: to provide housing for around 2,000 Ukrainian refugees, creating a need for rapid build of homes.

Partnering with the Office of Public Works (OPW) and the Department of Children, Equality, Disability, Integration, and Youth (DCEDIY), we, along with our colleagues in Vision Built and the wider supply chain, developed a solution that not only complied with the building regulations but also pushed the envelope in terms of design and production efficiency. Adopting rigid frame volumetric structures was pivotal, representing the optimal approach to quickly and without compromising quality, fulfil the programme's extensive needs.

The project successfully delivered fully furnished, single-story, two-bedroom units constructed and transported as single modules, offering a rapid response and solution to housing requirements.

Additionally, two rows of two-story, three-bedroom houses were constructed using the same design and production approach, demonstrating the flexibility and scalability of our off-site construction methods. Opting for volumetric modular construction, we committed to an eco-friendly manufacturing process. This approach substantially reduced construction waste through precise design and the controlled conditions of our off-site facilities, underscoring our commitment to sustainability.

At Sisk, we didn't just aim for short-term solutions; our designs guaranteed a 60-year structural lifespan. The project, completed in 2023, delivered units constructed with top-grade materials for durability and designed for future flexibility, allowing them to be relocated or repurposed and supporting life cycle efficiency and sustainability.

60 Years

Structural life span



Compliant with department of housing standards as 1-bed 2-person home



Reduced waste, water and energy consumption during construction

BER A2

Insulated to BER A2 Standard and thermal performance



Design solution can adopt any structural system



Improved H&S Zero accidents Zero injuries



Fully wired and supplied with RECI certification



Unlocking latent capacity within construction industry



Future proof, the units can also be moved at a later stage



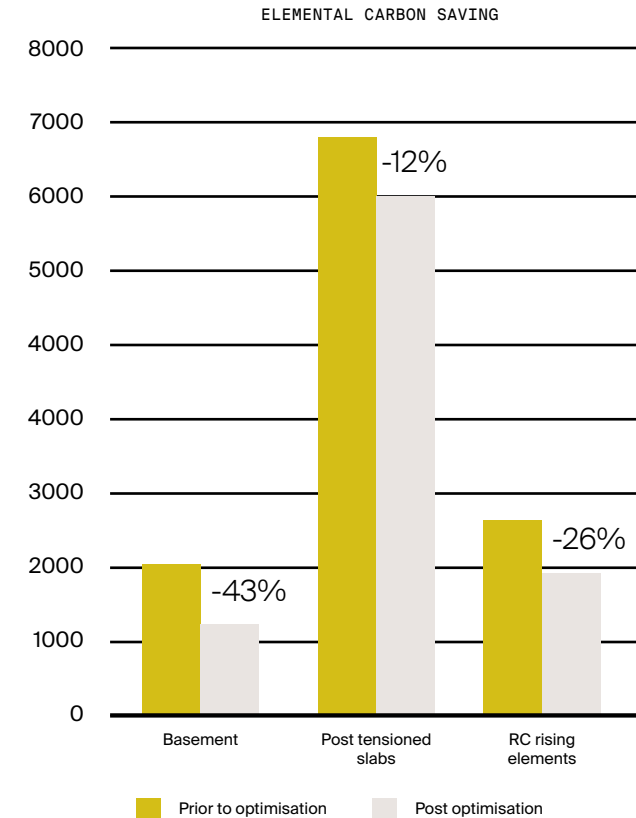
Innovation to reduce carbon in construction

Optimising the timing of concrete placements.

The Fibonacci Office Development, completed by Sisk in November 2023, exemplifies innovative, sustainable construction in Dublin. This project involved constructing a seven-storey office complex over a 10,000m² double-storey basement. The initial stage of the project in 2018 required demolishing four buildings and undertaking substantial groundwork, including a 15m deep secant piled wall and around 100,000m³ of basement excavation. The main construction phase featured a double basement and a robust reinforced concrete (RC) podium transfer slab, with the upper structures composed of RC rising elements, post-tensioned (PT) suspended slabs, and a structural steel frame beginning from level five.

A critical component of the project was the strategic use of over 40,000m³ of concrete, incorporating more than 35 different mixes to allow for the variables of concrete strength, slump, aggregate size and ground granulated blast-furnace slag (GGBS or slag) content. The 35x different concrete mixes had varying GGBS cement replacement contents of 0%, 10%, 20%, 30% and 50%. This approach aimed at mitigating the building's structural embodied carbon as practically possible and, by doing so, aligned with the standards for LEED Platinum certification, which was subsequently achieved.

The project faced notable challenges, one of which was the inverse relationship between slag content in concrete and the rate of early strength gain. High slag content can slow down the concrete's initial hardening process, a situation that was further compounded by low air temperatures. This had implications for several aspects of construction, including surface finishes and striking of formwork. However, due to meticulous planning and collaboration, the project team and our subcontractors managed these challenges effectively, optimising the timing of concrete placements to suit the environmental conditions. This led to a significant sustainability achievement of reducing approximately 2,932 tonnes of CO emissions, corresponding to a 21% decrease in the concrete frame's embodied carbon. The Fibonacci project not only showcases Sisk's commitment to sustainable building practices but also serves as a benchmark for future construction projects aiming to reduce environmental impact while maintaining high standards of structural integrity and design.



Rapid build in healthcare construction

The benefits of precast concrete.

Sisk, working on an extensive project procured by the HSE (Health Service Executive), is leading the simultaneous construction of seven Community Nursing Units (CNU) across Ireland. This project exemplifies the fusion of compassionate healthcare with cutting-edge construction technology.

With a cumulative area of approximately 44,358 square meters, the project encompasses the construction of 530 bedrooms across multiple sites, all of which are tailored to the needs of the elderly, including dementia care and chronic illness management.

The CNUs are strategically positioned adjacent to existing healthcare facilities in locations:

- Athlone (Co. Westmeath)
- Ardee (Co. Louth)
- Clonmel (Co. Tipperary)
- Killarney (Co. Kerry)
- Midleton (Co. Cork)
- St. Finbarr's (Cork City)
- Thomastown (Co. Kilkenny)

Across all of these sites, the use of precast concrete has allowed for better risk management, programme control, enhanced project timeline certainty and accelerated assembly, with an average of 60 precast components (panels and slabs) installed daily by a skilled team. The Ardee project, initiated in December 2022, is a testament to this efficient approach, advancing according to plan with a forecasted completion in June 2024. Moreover, the adherence to or surpassing of the scheduled timelines across all locations attests to the success and efficiency of this construction method.

All seven projects utilise local labour and supply chains where possible, which supports the local economy and reduces the environmental impact associated with travel and transportation. Using precast concrete components also substantially reduces on-site water usage and waste. What's more, every unused element also has the potential for a second life, turning what could be waste into valuable aggregate or even new building blocks for future projects.

In summary, the CNU project's use of precast concrete, selected for its rapid build capabilities, aligns with Sisk's strategic priority of integrating modern methods of construction (MMC) to foster innovation and operational excellence.



Vision Built

Since being acquired by John Sisk & Son in 2019, Vision Built has seen an impressive expansion in the Irish off-site construction market and has an ever-growing presence in the UK market.

At Vision Built, we're not just constructing buildings; we're building a legacy. A legacy of sustainable practices, innovative solutions, and a commitment to making sustainable building solutions accessible and affordable. We offer comprehensive volumetric 3D and 2D panelised modular solutions, giving architects and builders the tools to create cost-effective, inventive buildings with reliability in scheduling that traditional construction methods can't match. We are proud of being at the forefront in revolutionising the construction industry.

2023 Sustainability Overview

Vision Built stands at the forefront of sustainable construction with our focus on Modern Methods of Construction (MMC), which dovetails seamlessly with our commitment to environmental stewardship. In our day-to-day activities, we emphasise minimising waste and conserving resources, reflecting our dedication to protecting the environment. But our vision extends even further; we continuously innovate within our modular designs to ensure each building is engineered with a reduced carbon footprint, optimised for energy efficiency, and built to last.

Central to our approach is the practical application of circular economy principles woven into the fabric of our day-to-day processes. Every Vision Built product is designed with its next life in mind, ensuring that our creations are durable, adaptable, and ready to be repositioned or repurposed as needs evolve. This adaptability reduces the demand for new builds and maximises the use and long-term value of each structure we create.

Vision Built Management Approach

In 2023, we took a strategic deep dive into our sustainability practices, crafting our 2030 Sustainability Roadmap around five core themes. These themes were developed based on our internal and external stakeholder requirements and take account of the evolving landscape of risks and opportunities. Our roadmap charts a course for integrating sustainable practices into every facet of our operations and products, reinforcing our commitment to lead the change in sustainable business practices within the industry.

With the objective to streamline our operations, we conducted a thorough review of our management system in 2023. We aimed to simplify and integrate various standards: ISO 9001, ISO 14001, ISO45001, NSAI Agreements, and EN 1090 – Structural Steel CE Marking, to ensure our ongoing commitment to quality, environmental responsibility, and structural safety was optimised and strengthened even further. The Build Offsite Property Assurance Scheme (BOPAS) certification in the UK, verified by Lloyd's Register, marks a significant step towards industry recognition of our robust and compliant systems.

Protecting Our Environment

Our teams were focused on understanding the environmental impact of our operations and products, particularly our carbon footprint and embodied carbon. Throughout 2023, we tracked our direct Scope 1 and indirect Scope 2 emissions for our operations and projects, recorded respectively as 129 tonnes and 81 tonnes, with the majority of this related to fuel and energy usage. These 2023 figures will serve as a baseline for our 2030 roadmap reduction targets. We also successfully rolled out several key initiatives throughout the year, as follows:

- We initiated the shift towards using Hydrotreated Vegetable Oil (HVO) in our operations, targeting its widespread implementation by early 2024.
- An independent energy audit of our factory was completed, leading to a comprehensive two-year reduction plan. This includes a switch to renewable energy, updating to more

efficient lighting, installing zoned metering, incorporating photovoltaic (PV) solar cells, and adding electric vehicle (EV) charging stations.

- A thorough assessment of our waste management practices was conducted to establish a benchmark for future improvement goals. Although 97% of our waste is diverted out of landfills, we acknowledge the need to decrease our overall waste generation further.
- We implemented water submetering across our locations to closely monitor consumption, allowing us to create a baseline for our water usage in 2024.

Enhancing Communities

In 2023, we expanded our workforce by 70 and estimated our social value contribution at being over €3 million based on a conscious drive to bolster community engagement through the following initiatives:

- Locally Sourced Talent: More than 80% of our team members are from the local area.
- Community Investment: We injected 6.8 million euros into local businesses.
- Future Talent Initiative: We welcomed five students for summer placements.
- Inclusive Hiring Initiatives: We facilitated a 'Return to Work' placement through Skillnet, prioritising the integration of women into the construction sector.
- Charitable Contributions: Our donations to various charities reached €4,000.
- Workplace Diversity: We increased the percentage of women in our workforce from 6% to 14%.
- Enhanced Training: We surpassed 1,500 hours of training provision, emphasising skill development.

Moreover, we achieved a 26% increase in working hours, totalling over 270,000, without incurring any lost time due to injuries or reportable incidents.



Understanding the embodied carbon in our products and conveying the benefits of fully relocatable buildings to our clients, customers, and stakeholders is vital for advancing our product development. It also plays a crucial role in unlocking the full potential of off-site modular construction. With this focus, we initiated an in-depth analysis of a standard school building model (Selskar Wexford Unit 7 – detailed in the following case study), aiming to reduce the embodied carbon within the primary structure.

Although our (MMC) Category 1 Volumetric Modular buildings already present a lighter alternative to a traditional construction approach, we are proactively enhancing their carbon efficiency. This includes exploring the adoption of low-carbon steel options.

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“Sustainability is core to the work we do at Vision Built, and we will continue to grow our ESG agenda in the years ahead and drive positive impact for the communities we serve. Key to the environmental agenda is climate action, and we’re excited to play a leading role in bringing MMC into action. With embodied carbon accounting for an estimated 11% of the total carbon emissions attributable to the construction and built environment sector, there is considerable scope for sustainable and innovative modular building solutions to tackle and reduce this. Together, we can harness the power of MMC, and we look forward to working with industry colleagues in this sector-wide mission to reduce embodied carbon.”



BRIAN KENNEDY
MANAGING DIRECTOR

// SUSTAINABILITY IN ACTION

Selskar College Expansion – A Case Study in Sustainable Innovation

For the historic town of Wexford, the expansion of Selskar College represented a growth in educational facilities and a step forward in sustainable construction. Vision Built was commissioned by the local Education and Training Board (ETB) to enhance the college's capacity by 1,300 square metres by constructing two new two-story buildings. These buildings would house state-of-the-art science laboratories, three dedicated Specialist Educational Needs (SEN) rooms, four general classrooms, and various support spaces.

The site's proximity to Selskar Abbey—a monastic site dating back to the 12th century—posed unique challenges. Additionally, the location sits beside residential areas, so there was an emphasis on ensuring minimum impact on local residential areas and the historic and protected monastic site.

By prefabricating modules in a controlled factory setting over four weeks, the on-site construction timeframe was condensed to 21 weeks—in contrast to the 18-month timeline of traditional methods. This innovative approach significantly reduced the usual on-site construction activities, minimising the typical inconveniences of noise, dust, vibration, and congestion that might otherwise impact the local community.

Vision Built conducted carbon modelling for one of the buildings to capture the ‘embodied carbon’ footprint of the building. This is illustrated in image A, which showcases the primary structure, followed by image B, revealing the completed building envelope. This exercise was pivotal, feeding into our broader business strategy to target lower-carbon alternatives in our products, especially our steel selections.

The project culminated in a seamless handover to the school principal, ensuring the academic year commenced on time. More notably, the project was achieved with zero on-site health, safety, or environmental incidents, underscoring Vision Built’s commitment to safety and community wellbeing.

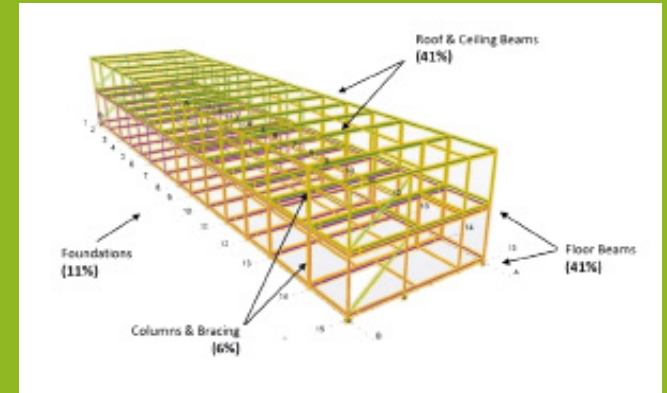


IMAGE A – PRIMARY STRUCTURE MODEL EMOBODIED CARBON RATIOS.



IMAGE B – BUILDING ENVELOPE

Sensori Facilities Management

Sensori Facilities Management (FM) has rapidly distinguished itself for excellence in the Irish hard facilities management landscape.



Created in 2018 from a joint venture between John Sisk & Son and Designer Group, our evolution accelerated in 2021 when Sisk assumed full ownership—reaffirming our strong potential and reinforcing our pathway to continuous growth and success.

Our capabilities in designing, building, and maintaining facilities are augmented by a commitment to sustainability and innovation. This strategic approach positions us at the forefront of the industry, delivering efficient and long-lasting facilities management solutions to a variety of sectors, including pharmaceuticals, life sciences, healthcare, manufacturing, education, and the public sector.

Sensori FM's approach to sustainable growth is not just about industry leadership—it's about our dedication to shaping a responsible future through practical and impactful actions.

Environmental Commitment

FM's strategic endeavours in 2023 have demonstrated our dedicated approach to sustainability, underscored by tangible outcomes and continuous improvement.

We maintained our ISO 50001 Energy Management certification, underscoring our efficient and responsible energy use. Our compliance was not only confirmed through rigorous external auditing processes with zero non-conformances, but our ongoing energy consumption metrics indicated a substantial 7% reduction in electricity usage, evidencing our proactive energy conservation measures.

Our headquarters reflect our sustainable values, occupying a LEED Gold Certified building equipped with solar panels, electric vehicle (EV) charging stations, and heat pumps—an infrastructure that reinforces our commitment to renewable energy and sustainable practices, validated by full compliance in our audit results.

Beyond our own operations, we've applied our commitment to historical landmarks, installing a pioneering sustainability-focused digital electricity solution at Kilkenny Castle and the National Library. These implementations have led to significant energy consumption

reductions and recognition within the industry, marking us as a frontrunner in energy-efficient solutions.

Continuing our journey, we expanded our EV fleet by 10% in 2023, integrating electric vehicles into our site-based operations to align with our clients' Environmental, Social, and Governance (ESG) objectives. In collaboration with SISK, we've supported the rollout of EV charging infrastructure and electric fleets, advancing shared sustainability goals.

Our service offerings have also grown, particularly in the realm of ESG, where we've doubled down on our Building Management Systems (BMS) expertise and promoted self-delivery models. This growth is powered by our internal culture of knowledge sharing and the expansion of our team, which has doubled in size. This indicates robust growth and a relentless focus on integrating sustainable practices into our core business strategy.

Client Collaborations

At Sensori FM, we proudly continue to make strides in sustainability and innovation through meaningful client collaborations. These achievements demonstrate Sensori FM's dedication to advancing sustainable practices in the industry and reflect our role in helping clients achieve their environmental goals.

A significant accomplishment in 2023 was successfully implementing Building Management Systems (BMS) and energy upgrades across various high-end clients in the real estate, aviation, and pharmaceutical sectors. The noteworthy installation of a biomass boiler in Portarlinton Presentation Primary School further emphasises the company's expertise in delivering eco-friendly energy solutions.

Our ongoing commitment to sustainability has not gone unrecognised. Winning the 'Overall Excellence in Facilities Management (FM)' award for two consecutive years clearly shows our commitment to excellence. The award judges particularly commended the installation of daylight harvesting at Phoenix House, which contributed to enhanced ESG credentials.

Furthermore, for one of our pharmaceutical clients, Sensori FM completed an ambitious sustainability-driven LED upgrade project, covering over 90% of the facility. This project is on track to reduce energy consumption by an impressive 95,500 kWh, cut CO2 emissions by 25 tonnes, and generate an associated cost saving of approximately €20,000 annually. Through these collaborative projects, we support our clients in fulfilling their sustainability ambitions while setting a benchmark in the hard facilities management industry.

Community Involvement

In 2023, Sensori Facilities Management (FM) has fortified its commitment to social and corporate responsibility through tangible actions and community engagement. Our employees have heartily embraced community involvement, as evidenced by the collaboration on educational projects with SISK in Clondalkin, providing a vibrant and conducive learning environment. Furthermore, we extended our expertise directly to the students, offering time and knowledge to enhance students' proficiency in mathematics.

We also supported the 'Wow for Simon' campaign in partnership with IPUT, aiding people experiencing homelessness and supporting the Oasis Centre with a contribution of €20,000. This initiative was part of a larger effort that raised a remarkable €290,000. Beyond financial aid, we've championed the communities within which we work by sponsoring local underage soccer and GAA clubs, supporting the future prospects of young athletes.

Supporting Employees

In supporting our team, we've celebrated the academic successes of nine employees who earned a BSc Level 7 in Engineering, with eight more employees currently completing the course. In addition, three team members achieved Master's degrees in Environmental Health and Safety. We've reinforced our commitment to continuous improvement and professional growth through Lean 6 Sigma certifications and our robust apprenticeship programme, while also strongly promoting fairness by monitoring the gender pay gap and supporting work-life balance with enhanced hybrid working options.

Sensori Facilities Management

Industry Engagement

Our industry engagement is as robust as ever. Maintaining memberships in key Chambers of Commerce and HOST, a global initiative that raises awareness around digital infrastructure capabilities, we're ensuring that we stay at the forefront of industry developments. Moreover, our employees have bolstered their professional credentials with Institute of Workplace and Facilities Management (IWFM) memberships, ensuring we're embedded in the pulse of industry evolution.

Here at Sensori FM, we understand that our company's progress is intrinsically linked to the wellbeing of our community, the growth of our team, and our active participation in the broader industry landscape. We are committed to a path where community prosperity, employee development, and industry leadership move forward hand in hand, underpinned by our enduring commitment to sustainability and unparalleled excellence.

Sustainability Governance at Sensori FM

In 2023, Sensori Facilities Management has enhanced our commitment to governance that propels sustainability and responsibility. At the heart of this commitment is our transparent reporting to clients on Environmental, Social, and Governance (ESG) metrics, providing a clear window into our sustainable practices and progress. Central to our ESG strategy is our steering group, which meets regularly to oversee our sustainability initiatives. This dedicated team ensures that our environmental and sustainability policies, developed and implemented in 2022, are not static documents but living frameworks that undergo quarterly monitoring. This review process allows us to identify and act upon opportunities for continuous improvement.

Our journey towards becoming a paperless company is on course, thanks to our emphasis on digital project delivery. By utilising tools like GeoPal and Field View, we are transforming our operations, significantly reducing our reliance on paper and increasing our operational efficiency.

Knowledge sharing is a cornerstone of our governance. Through our "In the Know" sessions—frequent toolbox talks with our employees—we place a laser focus on crucial areas like sustainability, the environment, waste management, and energy efficiency.

These discussions are not just informative but also encourage active participation and collaboration among our team, fostering a culture of continuous learning and environmental stewardship.

Sensori FM's governance achievements in 2023 reflect an unwavering commitment to accountability, innovation, and education.



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“Through our continued collaborative engagement with our clients, coupled with our internal dedication, we will continue to drive sustainability forward, shaping the ESG agenda as a committed FM service provider. Sustainability is an unwavering high priority not only for Sensori FM but also for our clients, our industry, and the wider global sustainability agenda.”



MARK CULLEN
MANAGING DIRECTOR OF SENSORI FM

// SUSTAINABILITY IN ACTION

Eco-Education in Action: Portarlinton Primary's Energy Revolution

In a bid to reduce its carbon footprint, Portarlinton Presentation Primary School embarked on an ambitious project to revolutionise its energy systems. Sensori Facilities Management was at the forefront of this initiative, spearheading the installation of both solar photovoltaic (PV) modules and a new biomass heating plant.

The project saw the deployment of 60 PV modules across an area of 139.8 square meters on the school's campus. With an impressive output of 29.4 kWp, the PV system can now generate approximately 26,100 kWh of electricity annually. This significant generation capacity will enable the avoidance of 12,255 kg of CO2 emissions each year, painting a brighter future for the students and the environment alike. Replacing an inefficient gas boiler, the school's new biomass plant stands as a significant advancement to further adopting renewable energy on-campus. The previous natural gas system, costing €14.11 per kWh, was eclipsed by the biomass plant's use of wood pellets, delivering energy at just €5.06 per kWh.

This dual project, comprising the PV and biomass installations, has positioned Portarlinton Presentation Primary School as a leading example of how educational institutions can take meaningful action in the fight against climate change. The project delivers not only immediate environmental benefits and cost savings but also serves as an educational tool for students, fostering a culture of sustainability within the school grounds that can ripple out into the community.

Sensori Facilities Management is proud to have been integral to this transformative project, showcasing our expertise in delivering sustainable energy solutions.

Awards and recognition

At Sisk, we are focused and embrace the opportunity to be progressive and are honoured with the recognition our actions have received.

ICE AWARDS 2023 LULEA DATA CENTRE, SWEDEN - DIGITAL PROJECT DELIVERY CATEGORY



ICE Awards 2023

Howth Middle Pier - Civil Engineering under €10M category
Lulea Data Centre, Sweden - Digital Project Delivery category

National Property Summit Awards 2023

Sisk - Contractor of the Year

Irish Construction Industry Awards 2023

Ukrainian Refugee Modular Homes - Innovation in Construction category

Public Relations Institute of Ireland (PRII) 2023

Sisk: Building Today Caring for Tomorrow: 'Best Long-term PR campaign'

2023 Offsite Construction Awards

Awards: Highly Commended BIM/Digital Construction Award

London Build - London Construction Awards 2023

Awards: Excellence in BIM/Digital Construction

National Building & Construction Awards 2023

Awards: Gold Winner Digital Construction Award

Memberships

Engagement and active participation are essential components to organisations that are committed to advancement and action.

There is tangible value associated with our memberships and the importance of these fora in enhancing discussion and results on a wide range of sustainability topics.

Through collaborating there are shared benefits, and as a company are more informed and educated through these membership organisations. We too bring our knowledge and experience to share further and champion best practice, continuous learning, and sustainable development.

Corporate Partnerships, Memberships and Affiliations

American Chamber of Commerce, Ireland

Armed Forces Covenant

Bee Conservation UK

British Safety Council

Build UK

Business in the Community Ireland

Chambers Ireland

Chartered Institution of Highways and Transportation UK

CIF Industry 4.0

Considerate Constructors Scheme

Construct Innovate Ireland

Construction Industry Federation

Construction IT Alliance & CITA Skillnet

CP Skillnet – Construction Professional Skillnet

Engineers Ireland Accredited Employer

Get it Right Initiative

Heritage Contractors

I Am Here

Infrastructure Industry Innovation

Institute of Directors in Ireland

Institute of Environmental Management and Assessment

Irish Business and Employers Confederation

Irish Centre for Diversity

Irish Concrete Society

Irish Green Business Council

Irish Management Institute

MMC Ireland

National Irish Safety Organisation

SEAI Large Industry Energy Network

Social Enterprise UK

Social Value Portal

Supply Chain Sustainability School, Ireland

Supply Chain Sustainability School UK

The 5% Club

The Royal Society for the Prevention of Accidents

The Valuable 500

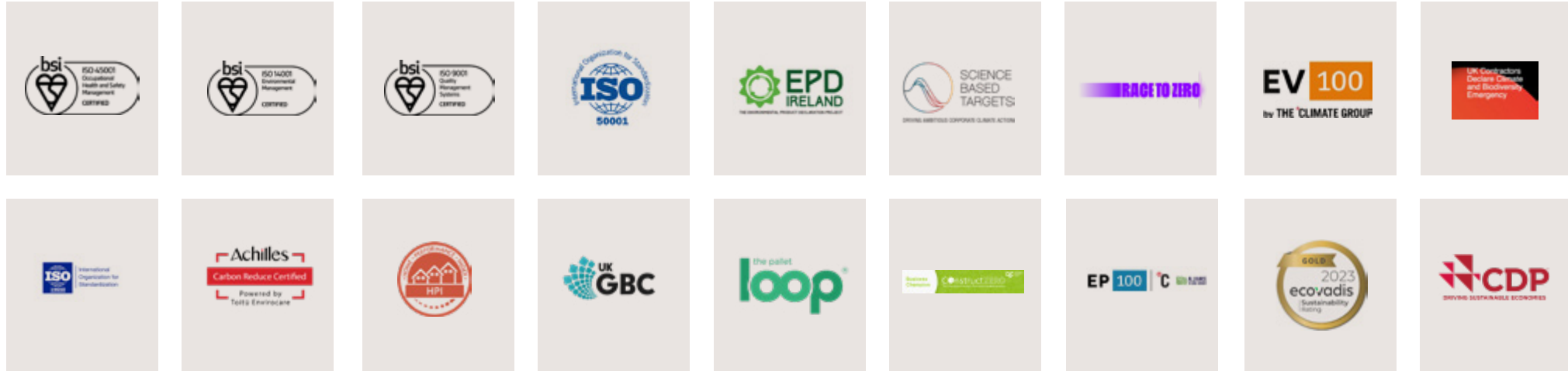
UK Green Building Council

World Skills Ireland

Certifications and commitments

Through our professional standards, certifications, and commitments we have further developed and expanded our expertise, systems, and procedural alignment across the organisation.

In doing so, we highlight our commitment to continuously evolving and progressing our operations and the positive impact that we can have. We deliver an expansive range of services, options, and innovations to benefit our clients, the communities, and the environments in which we work. While also representing our dedication to transparency and action, we clearly signal our ambition and unwavering focus on positive impact for society, environment, and economy.



GRI 1: Foundation 2021

GRI Standard	Disclosure	Page Location/Response
General Disclosure		
	2-1 Organizational details	03, 06-13
GRI 2: General Disclosures 2021 - The organization and its reporting	2-2 Entities included in the organization's sustainability reporting	03
	2-3 Reporting period, frequency and contact point	03
	2-5 External assurance	Although this Report does not contemplate external verification, the information was validated by the Board of Directors and the management areas of the organization.
GRI 2: General Disclosures 2021 - Activities and workers	2-6 Activities, value chain and other business relationships	08-11, 81-84
	2-7 Employees	64
GRI 2: General Disclosures 2021 - Governance	2-9 Governance structure and composition	06, 17, 22, 23, 26
	2-10 Nomination and selection of the highest governance body	14, 17, 18
	2-11 Chair of the highest governance body	02
	2-12 Role of the highest governance body in overseeing the management of impacts	02, 17
	2-13 Delegation of responsibility for managing impacts	14, 17, 22, 23, 26-31
	2-14 Role of the highest governance body in sustainability reporting	The board reviews and approves all the Company's Sustainability Reports.
	2-15 Conflicts of interest	70
	2-16 Communication of critical concerns	15-20, 22-23, 25-31
	2-17 Collective knowledge of the highest governance body	14, 15, 17, 19, 20, 21, 26
	GRI 2: General Disclosures 2021 - Strategy, policies and practices	2-22 Statement on sustainable development strategy
2-23 Policy commitments		70
2-24 Embedding policy commitments		70
2-25 Processes to remediate negative impacts		14, 26-31, 70-71
2-26 Mechanisms for seeking advice and raising concerns		70
2-27 Compliance with laws and regulations		During 2023, there were no identified non-compliance with laws or regulations in the social or economic area.
2-28 Membership associations		87
GRI 2: General Disclosures 2021 - Stakeholder engagement	2-29 Approach to stakeholder engagement	18, 86-87

Material Topics

GRI Standard	Disclosure	Page Location/Response
Material Topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	19-20
	3-2 List of material topics	20
Economic performance		
GRI 3: Material Topics 2021	3-3 Management of material topics	06-14
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	06
	201-2 Financial implications and other risks and opportunities due to climate change	25-31
Procurement practices		
GRI 3: Material Topics 2021	3-3 Management of material topics	9-11, 70-72
Anti-corruption		
GRI 3: Material Topics 2021	3-3 Management of material topics	70
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	71
	205-2 Communication and training about anti-corruption policies and procedures	70-71
Anti-competitive behavior		
GRI 3: Material Topics 2021	3-3 Management of material topics	70
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	During 2023, there was no legal action taken for any breaches of any anti-competitive behaviour, anti-trust, and monopoly practice requirements.
Materials		
GRI 3: Material Topics 2021	3-3 Management of material topics	40, 46, 50
	301-2 Recycled input materials used	50
	301-3 Reclaimed products and their packaging materials	46, 47, 53, 70

Material Topics

GRI Standard	Disclosure	Page Location/Response
Energy		
GRI 3: Material Topics 2021	3-3 Management of material topics	24
	302-1 Energy consumption within the organization	36
	302-2 Energy consumption outside of the organization	36
GRI 302: Energy 2016	302-3 Energy intensity	34-38
	302-4 Reduction of energy consumption	34-38
	302-5 Reductions in energy requirements of products and services	34-38
Water and effluents		
GRI 3: Material Topics 2021	3-3 Management of material topics	48-49
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	48-49
	303-5 Water consumption	49
Biodiversity		
GRI 3: Material Topics 2021	3-3 Management of material topics	41
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	41-45
	304-2 Significant impacts of activities, products and services on biodiversity	41-45
	304-3 Habitats protected or restored	41-45
Emissions		
GRI 3: Material Topics 2021	3-3 Management of material topics	24
	305-1 Direct (Scope 1) GHG emissions	37
	305-2 Energy indirect (Scope 2) GHG emissions	37
GRI 305: Emissions 2016	305-3 Other indirect (Scope 3) GHG emissions	37
	305-4 GHG emissions intensity	38
	305-5 Reduction of GHG emissions	37-39

Material Topics

GRI Standard	Disclosure	Page Location/Response
Waste		
GRI 3: Material Topics 2021	3-3 Management of material topics	40-50
	306-1 Waste generation and significant waste-related impacts	50-53
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	50
	306-3 Waste generated	50-51
	306-4 Waste diverted from disposal	50
	306-5 Waste directed to disposal	50
Employment		
GRI 3: Material Topics 2021	3-3 Management of material topics	63,64
	401-1 New employee hires and employee turnover	64
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Sisk provides the same benefits to full, part time and fixed term contractors performing in similar roles.
	401-3 Parental leave	64

Material Topics

GRI Standard	Disclosure	Page Location/Response
Occupational health and safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	54
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	54-57
	403-2 Hazard identification, risk assessment, and incident investigation	54-57
	403-3 Occupational health services	58-59
	403-4 Worker participation, consultation, and communication on occupational health and safety	54-59
	403-5 Worker training on occupational health and safety	57-58
	403-6 Promotion of worker health	57-59
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	54-59
	403-8 Workers covered by an occupational health and safety management system	54-59
	403-9 Work-related injuries	56
	403-10 Work-related ill health	56
Training and education		
GRI 3: Material Topics 2021	3-3 Management of material topics	65-66
Diversity and equal opportunity		
GRI 3: Material Topics 2021	3-3 Management of material topics	67-69
GRI 405: Diversity and Equal Opportunity 2016	405-2 Ratio of basic salary and remuneration of women to men	67
Local communities		
GRI 3: Material Topics 2021	3-3 Management of material topics	60
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	60-62
	413-2 Operations with significant actual and potential negative impacts on local communities	60-62

Material Topics

GRI Standard	Disclosure	Page Location/Response
Public policy		
GRI 3: Material Topics 2021	3-3 Management of material topics	70-71
GRI 415: Public Policy 2016	415-1 Political contributions	During 2023, there were no contributions made to political parties or representatives.
Marketing and labeling		
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Our Digital Project Delivery (DPD) Management Procedure identifies our compliance with ISO 19650-1 and ISO 19650-2 standards for Information management (IM) and Building Information Modelling (BIM). Having previously been against the PAS 1192-2 and BS 1192:2007 standards, this procedure and accompanying documentation have been updated to ensure full alignment with the new standards.
	417-2 Incidents of non-compliance concerning product and service information and labeling	During 2023, there were no incidents to report.
	417-3 Incidents of non-compliance concerning marketing communications	During 2023, there were no incidents to report.

External commentary from BITCI

I'm delighted that Sisk have once again asked Business In The Community Ireland to offer our thoughts on their annual sustainability report.

There is much in this 2023 report that is heartening and should provide inspiration to other companies who aspire to sustainability leadership positions in the Irish business community, be it in construction or other adjacent sectors.

We draw particular attention to several important 'directional' elements:

There is a lot of sustainability-related 'doing' covered in this report. Sisk have meaningfully moved on from assessing and planning, to a stage where sustainability action and innovations are becoming a part of day-to-day operations. Achievements include virtually zero site waste to landfill across the company; successful incorporation of rainwater harvesting on several sites; and the introduction of robust metering of energy and water, directly driving actions to reduce consumption. Such measures highlight that significant positive impact can be achieved through a practical, solution-focused mindset – using existing technology – that treats decarbonisation and resource conservation as inherent workplace priorities.

At the same time, **Sisk continues to push for ambitious solutions and technological advancements.** We welcome the publication of clear indicators showing Sisk's progress against 2030 targets, precisely because they show that (in the midst of considerable progress) several targets are not yet being met. Unambitious targets that can be easily ticked off can no longer be part of our collective push for a sustainable future. We need to see ambitious aims, backed by a mindset that encourages risk-taking to find solutions, and that learns equally from success and failure. Sisk continues to pilot and push for the innovation it needs to meet targets in areas such as fleet electrification, elimination of plastic waste, and product/raw material carbon intensity.

Sisk is backing up its commitments with resources and expertise. Among progress areas noted in this report, we highlight the new Employee Education Programme, differentiated across organisational tiers, to promote understanding of net zero and

empower employees to communicate its importance. We also note the recruitment of new specialist roles and formation of new teams, such as the Carbon Engineering team, as well as the bolstering of a multi-faceted internal sustainability team that acts as a cross-company resource. To turn sustainability into a source of innovation and value creation, investment in expertise is needed; we hope to see more companies embedding sustainable thinking and practice at the cores of their business.

Sisk is mainstreaming collaboration and advocacy. We applaud Sisk's role in bringing the Supply Chain Sustainability School to Ireland and look forward to continuing efforts, in the sector and beyond, to grow its profile and develop its Ireland-specific content. We also note Sisk's active support for innovation through collaborative sectoral efforts such as Construct Innovate, ConcreteZero and Responsible Plastic Management. A transparent, supportive and, ideally, inspiring, relationship with suppliers will be crucial to driving sustainability in value chains. Sisk is modelling strong behaviours in this area. The Sisk Supply Chain Awards ensure positive recognition of progress, for suppliers facing ever-growing expectations and requirements.

Social and environmental sustainability are accorded an equal footing. We are delighted to see that this report recognises multiple aspects of Sisk's social performance and social responsibility, be it to staff, suppliers or communities. Pursuing zero carbon without working in parallel for societal buy-in and benefit is a path likely to end in failure. We recognise Sisk's valuing of nature and heritage as social goods. We commend their encouragement of employee volunteering that creates meaningful contact with communities. And we acknowledge the programme of efforts to improve female representation, as well as to recognise wider diversity and differing family-based needs, in a traditionally male and conservative industry.

There is much to commend in this report and it can be a superb learning resource for peers and others. However, we are in no doubt about the huge collective task that lies ahead if we are to withstand the climate and nature crises and rethink conceptions of value creation, to put sustainability and social good at their heart. We look forward to seeing Sisk make further progress, act with urgency, and advocate for even more courageous action across their sector. We are, as ever, delighted to have them among our membership and thank them for allowing this space for our inputs.



TOMÁS SERCOVICH
CEO BUSINESS IN THE COMMUNITY IRELAND



John Sisk & Son (Holdings Ltd)

Head Office
3007 Lake Drive,
Citywest, Dublin 24,
D24 N2HR
IRELAND

UK Head Office
1 Curo Park,
Frogmore,
St Albans,
UK