

# Gender Pay Gap Report 2018



Everyone is welcome



Proudly building Britain's future heritage

**Sir Robert  
McALPINE**

## At Sir Robert M<sup>c</sup>Alpine we pride ourselves on being a family business where everyone is welcome.



PAUL HAMER,  
CHIEF EXECUTIVE

Our people are the driving force of our organisation and it is our people who make Sir Robert M<sup>c</sup>Alpine such a great place to work.

Like any family, we value and celebrate the differences that make each of our people unique and the strength this diversity brings.

In 2019 we have embarked on an exciting new five-year strategy, as part of which we have set out our bold ambition to become the best place to work.

Realising this goal will help us continue to attract and retain the best talent so that we can deliver the high quality assets our clients demand and for which we are known.

However, we are acutely aware that a lack of diversity is holding our industry back – in particular the

relatively small number of females entering the sector and progressing to senior roles.

This is a sector-wide issue and is reflected in the figures contained within this interim report which follows the publication of our full Gender Pay Gap Report 2017.

Whilst it is clear that we pay our people the same for the same role irrespective of their gender, the lower representation of women at senior levels within our organisation skews the results and opens up a gap in pay levels between women and men.

Whatever the reason for this gap, we are clear that this is not good enough. This is not where we want to be as a business and in no way matches our ambition.

We know we can do better. We know we will do better.



# Our Ambitions

As a contemporary construction business seeking to attract, retain and nurture the brightest talent, inclusion and diversity couldn't be higher on our agenda. It is the cornerstone of our People Strategy and fundamental to enabling us to deliver against our overarching business strategy.

We also know that it's important that we reflect the communities around us and that we provide everyone who works with us the opportunity to fulfil their potential and be the best they can be.

That's why we have committed to an ambitious journey to significantly improve inclusion across our company and inspire industry-wide change.

However, just as we are sure of where we want to be, we are equally clear that we are not going to get there overnight.

Delivering lasting change is going to take time but, as we have demonstrated many times in our 150-year history, we are an agile and enterprising business which can move at pace.

We are already hard at work on implementing change and though our figures for 2018 might not reflect it, since our last report we have been busy putting in place a host of changes that are already delivering results.

We believe these actions, combined with the many further industry-leading changes in the pipeline will help us achieve our ambition of becoming the best place to work whilst transforming the gender landscape within our industry.

## Our goal: The best place to work

**An inclusive environment**

**Supporting and rewarding our people for their efforts**

**Treating everyone fairly, equally and with respect**

**A diverse and representative workforce at all levels of seniority**

**Reflecting the communities around us**



**Role models our people can relate to**

**Proactively leading the industry on inclusion and diversity**

**Diversity respected and valued**

**Providing the same opportunity whatever your background**

**A business where everyone can thrive**

# Our gender pay details at a glance

The gender pay gap is the percentage difference between the average pay of all men and all women within an organisation.

## Pay Gap

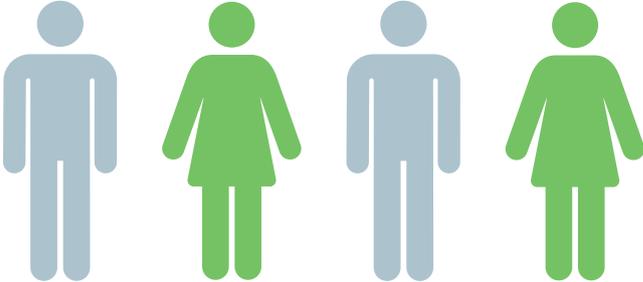
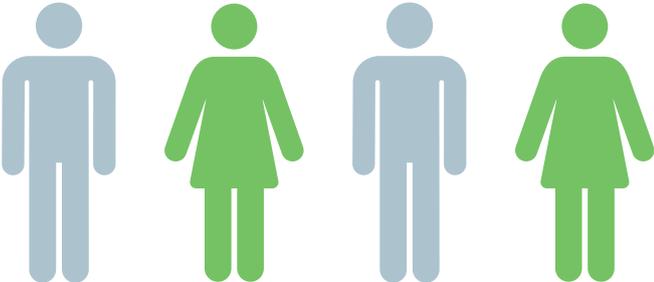
## Bonus Gap

Mean Gender Pay Gap  
**27.6%**

Median Gender Pay Gap  
**32.7%**

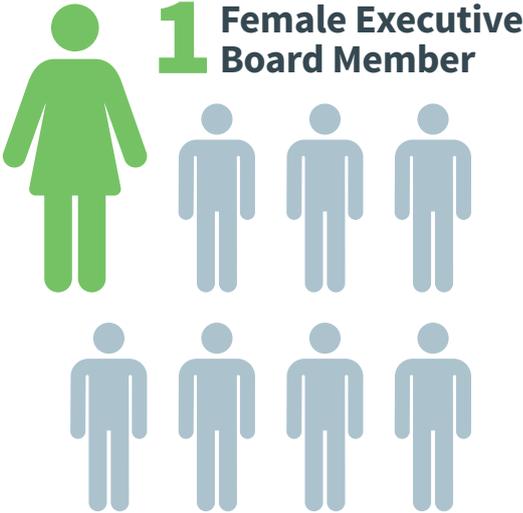
Mean Gender Bonus Gap  
**65.3%**

Median Gender Bonus Gap  
**53.3%**

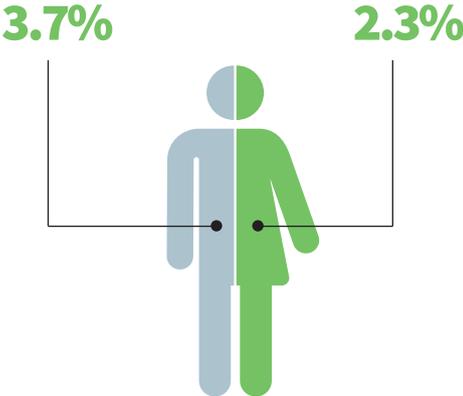


This shows the mean and median difference in the fixed hourly earnings between men and women who work for Sir Robert McAlpine Ltd as at April 5<sup>th</sup> 2018.

This shows the difference between the bonus payments made to relevant men and women in the year 2018.



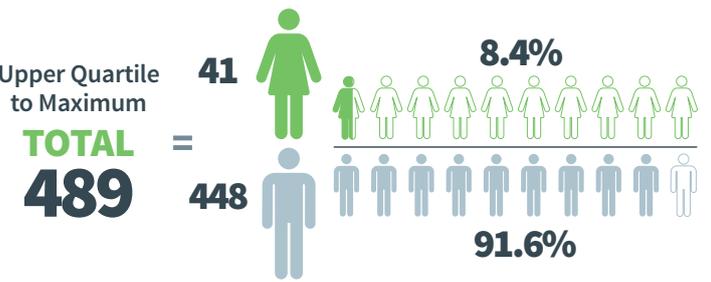
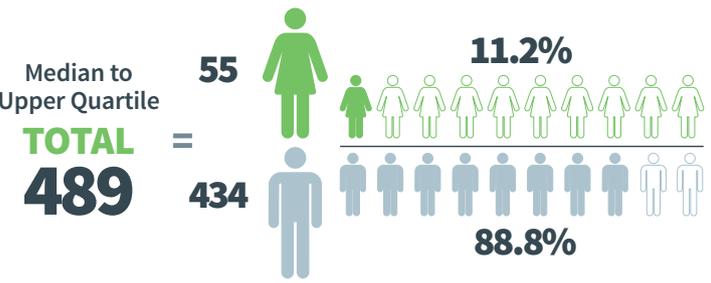
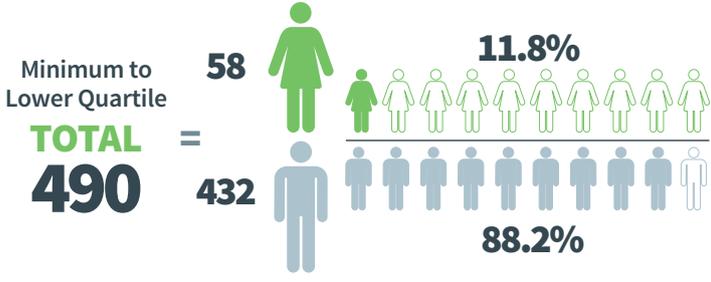
## Proportion of Staff Receiving a Bonus



This shows the proportion of men and women who received a bonus in the 2018 financial year.

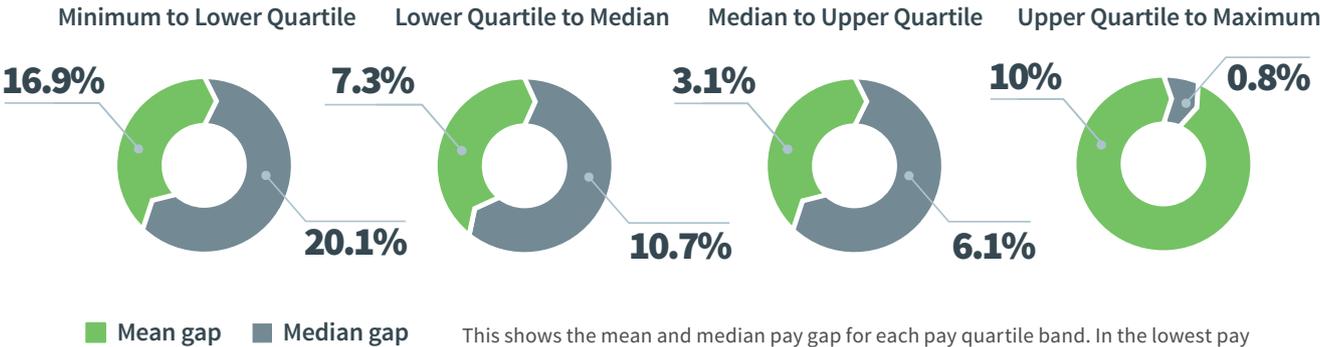
# Our gender pay details at a glance

## Pay Quartile Bands



This shows the proportions of men and women employed by Sir Robert M'Alpine Ltd in the lower, lower middle, upper middle and upper quartile pay bands.

## Quartile Differences



This shows the mean and median pay gap for each pay quartile band. In the lowest pay quartile for example, the mean gender pay gap is 16.9% and the median pay gap is 20.1%.

# Building blocks to becoming a more inclusive employer

As well as providing transparency on our gender pay details, this interim report is designed to provide an insight into the many changes we have put in place to help us achieve our goal of becoming the best place to work.

From the site to the board room, our Inclusion Strategy touches every part of our business. It is increasingly woven into the fabric of the organisation and is reflected across a range of initiatives either currently in place or being developed within the business.



## Increasing visibility

We stand by the fact that there are no gender specific roles in construction. To help reflect this we've increased the visibility of our female leaders and showcase the successful women already working on our sites in roles traditionally perceived as male. One of two appointments to our Senior Leadership team last year was a woman, and a strong pipeline of future female leaders are being recruited and developed across the business.

## Leadership and representation

We have established an Inclusion Advisory Group to lead on inclusion across the business, providing strategic direction. With representation from people from right across the company, the group's remit is to establish how we can be more inclusive as an organisation and help us shape our strategy and approach.



### **Senior mentoring**

In an extension of our mentoring culture, our Executive Board and Senior Leadership Team members mentor women across the business to support their career development.

### **Affinity networks**

We have launched seven internal “affinity networks” for underrepresented groups within our business, connecting individuals who share similar experiences, interests and challenges. These networks will provide a communication channel between members and the business; create developmental opportunities for individuals; and help our senior leadership to plan and implement our inclusion strategy.

### **Using data to drive change**

We are committed to using advances in data services and technology to improve the way we work across all aspect of our business. By allowing us to analyse in detail each stage of our recruitment process, our newly established Applicant Tracking System will allow us to identify trends and provide insight into the experience of applicants. This will help us eliminate any stumbling blocks to inclusivity that deter women and other underrepresented groups from joining us.

## Reward and Recognition

Over recent months we have been developing a new approach to Reward and Recognition; one that supports the delivery of our five-year business strategy and which also underpins our aim to be 'the best place to work'. This includes looking at how we organise and value roles, how career progression can be managed, the behavioural competences that underpin our values and our approach to salaries and employee benefits. With a draft framework in place, business-wide consultation is now underway to ensure the final framework meets the needs of our people as well as the organisation.

## Inclusion workshops and training

We run workshops for existing employees designed to foster inclusivity and overcome unconscious bias. Our recruitment training course for managers, which now includes a section dedicated to unconscious bias, is CPD accredited providing third party endorsement.

## Reviewing policies and procedures

We are conducting a full review of our policies, procedures and ways of working to establish how we can become more inclusive. From recruitment to parental policies, we are looking to be bold and develop a market leading approach.

## Flexible working

We take the balance between personal and professional lives very seriously. We offer our employees flexible working arrangements through our family-friendly policies, including part-time working and job sharing. We are also committed to providing more opportunity for both women and men to take career breaks.





### **Diverse people – flexible benefits**

In recognition of the diverse mix of people in our company we are looking to introduce diverse benefits that flex to meet the needs of the individuals we employ, from providing sabbatical opportunities to the buying and selling of holiday allowances.

### **Health and wellbeing**

We are also taking positive action to target bullying and mental health. We have trained Mental Health First Aiders across the company and encourage our people to contact our Employee Assistance Programme to seek support when facing challenging issues at home or in work.

### **Schools outreach programmes**

At many of our sites, we're working with local schools to help pupils interested in different careers in construction. As well as showing how science and mathematics apply to real world engineering, we're teaching design modelling to computing students, and talking to geography and social science classes about sustainability and environmental protection.

We are working in partnership with Business in the Community and CITB on the launch of a new STEM outreach programme. Set to be provided at 12 schools across the UK, the scheme aims to help dispel conceptions around the industry. This includes using female STEM ambassadors to help break down barriers.

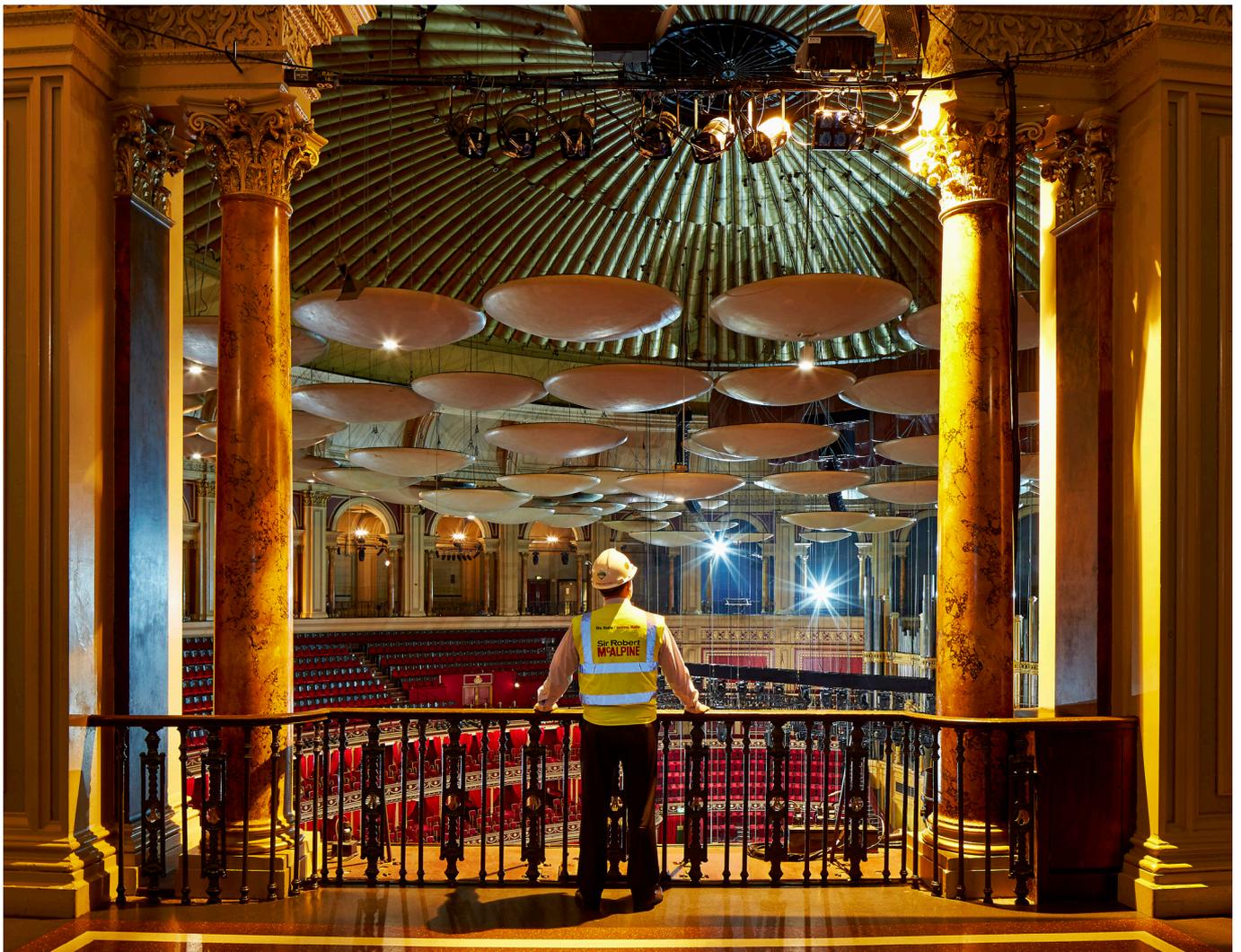
# Opportunities for all

As part of our commitment to diversity and inclusion we have teamed up with the Royal Albert Hall and the Construction Youth Trust on separate schemes designed to fire the imagination of a new generation of potential construction professionals.

To help mark our and the Royal Albert Hall's respective 150th anniversaries, we have entered into a three-year corporate partnership with the Hall in support of its Discover Music & Maths and Discover Music & Science schools programmes.

We will be jointly delivering 150 of the interactive workshops which use music to help pupils from a diverse range of backgrounds gain a greater understanding of key mathematical and scientific principles.

We will also be working on two outreach programmes with the Construction Youth Trust: on a Schools Partnership in Westminster through our Elizabeth Tower project and on a Budding Brunels scheme through our Battersea Phase 3a project.



## Partnering for progress

We are working in collaboration with groups within and beyond our sector to support the advancement of women in the workplace. This includes sponsoring the Women Leaders Association conference as part of our work around International Women's Day. In our further support for gender focused events, our Chairman will address this year's Women in Construction Summit and we are sponsoring a workshop at the same event.

## Employee Network

Our Employee Network was set up to provide a forum for everyone's views and ideas to be aired and to act as our people's voice to senior management, with individuals representing our whole business.

## Apprentices

We will be recruiting 150 apprentices over next three years – using social media channels and to target a more diverse demographic.

## Attracting a diverse cohort

We will be targeting more LGBTQ+ and BAME publications for recruitment purposes and increasing promotion of our sponsored student scheme to ensure we attract as diverse a range of candidates as possible.



We must attract more females to the construction industry but also represent the communities in which we have projects. This includes the ethnic minorities as well as LGBTQ+ communities within those locations. It is important to make sure we are truly reflecting the society we operate in. When all parties are represented in all the input that goes into planning and delivering a project, you can aim to build better buildings.

***Karen Brookes, Director of People & Infrastructure***

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