

# Gender Pay Gap Report

2025

Sir Robert  
McALPINE



# Building an environment where everyone can flourish

## A statement from People and Culture Director, Rachael Smith

Whoever you are and whatever your gender, at Sir Robert McAlpine we want you to feel that construction is a sector in which you can thrive and build a meaningful career. That belief is deeply important both to me personally and to the business, because our industry should be open to everyone with the passion and talent to pursue a career within it. There are no gender specific roles in construction.

That is why we pay people in the same role equally, regardless of gender. Our data shows a very strong performance in equal pay; and we have a reverse gap at some job levels. Our commitment to rewarding and recognising our female colleagues has never been more evident.

And we will keep striving for the same excellence in increasing the number of women in more senior roles, which will, in turn, improve our performance against the gender pay metric set. This still has

some way to go. Our data for this year shows only modest progress against the metric set, with a slight improvement in our median pay gap.

This is because achieving true gender balance in an industry that has been male dominated for so many generations is not something that can be achieved overnight – it takes sustained effort and focus because it involves having more women in senior positions. While progress can feel frustratingly slow at times, our commitment has never been stronger and lies at the heart of the actions outlined in this report. Many of the measures we are taking are long term in nature, and their impact, inevitably, is gradual. These include building a more balanced early careers pipeline; ensuring women have access to the development, networks and support to progress into senior roles; and recruiting women into senior positions to provide visible role models.

***"We pay people in the same role equally, regardless of gender, and are doing everything we can to lay the foundations for a more representative workforce at all levels"***

*This is evident in the table on page 2*

I feel this urgency personally... We will keep refining our approach, learning from what works, and holding ourselves accountable. The pace may be gradual, but the direction is clear. With perseverance, honesty and focus, we will help shape a more inclusive, balanced and representative industry at all levels - one that reflects the communities we serve and the future we believe in.

**Rachael Smith**  
People and Culture Director



# Equal pay, paying the same for all roles regardless of gender

Operations		
Job Level	Mean GPG %	Median GPG %
3	-0.45	-2.29
4	5.72	3.40
5	-9.86	-8.51
6	-1.79	-7.14
7	-0.41	2.26
8	2.77	2.77
9	6.69	-1.76
<b>Average GPG</b>	<b>0.38</b>	<b>-1.61</b>

Support Services		
Job Level	Mean GPG %	Median GPG %
3	2.48	-2.75
4	2.67	-1.91
5	6.22	5.48
6	1.57	6.95
7	1.08	4.95
8	1.77	1.10
9	5.56	6.09
<b>Average GPG</b>	<b>3.05</b>	<b>2.84</b>

Although our overall gender pay gap appears high at headline level, a more detailed breakdown by role type and job level shows a very different picture. Within both Operations and Support Services, the gap narrows significantly once roles are compared like-for-like, and in several levels we see a reverse pay gap where women are paid more on average than men. This demonstrates that much of the overall gap is driven by workforce composition rather than unequal pay within equivalent roles, and that our underlying pay structures remain fair and consistent across job levels.

# Our gender pay details at a glance

## Our pay gaps

MEAN GENDER PAY GAP

23.5%

MEDIAN GENDER PAY GAP

27.5%

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 2025.

## Our bonus gaps

MEAN GENDER BONUS GAP

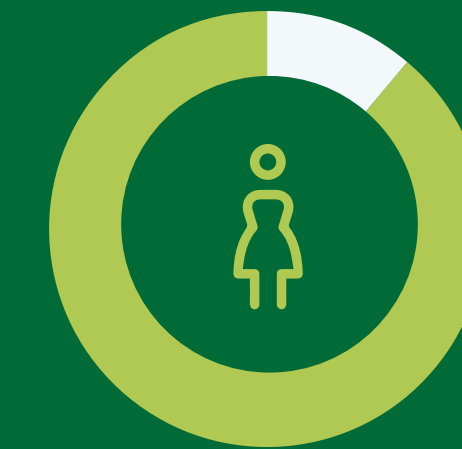
37.3%

MEDIAN GENDER BONUS GAP

50%

This shows the difference between the bonus payments made to relevant men and women in the year 20245.

## Proportion of our people receiving a bonus



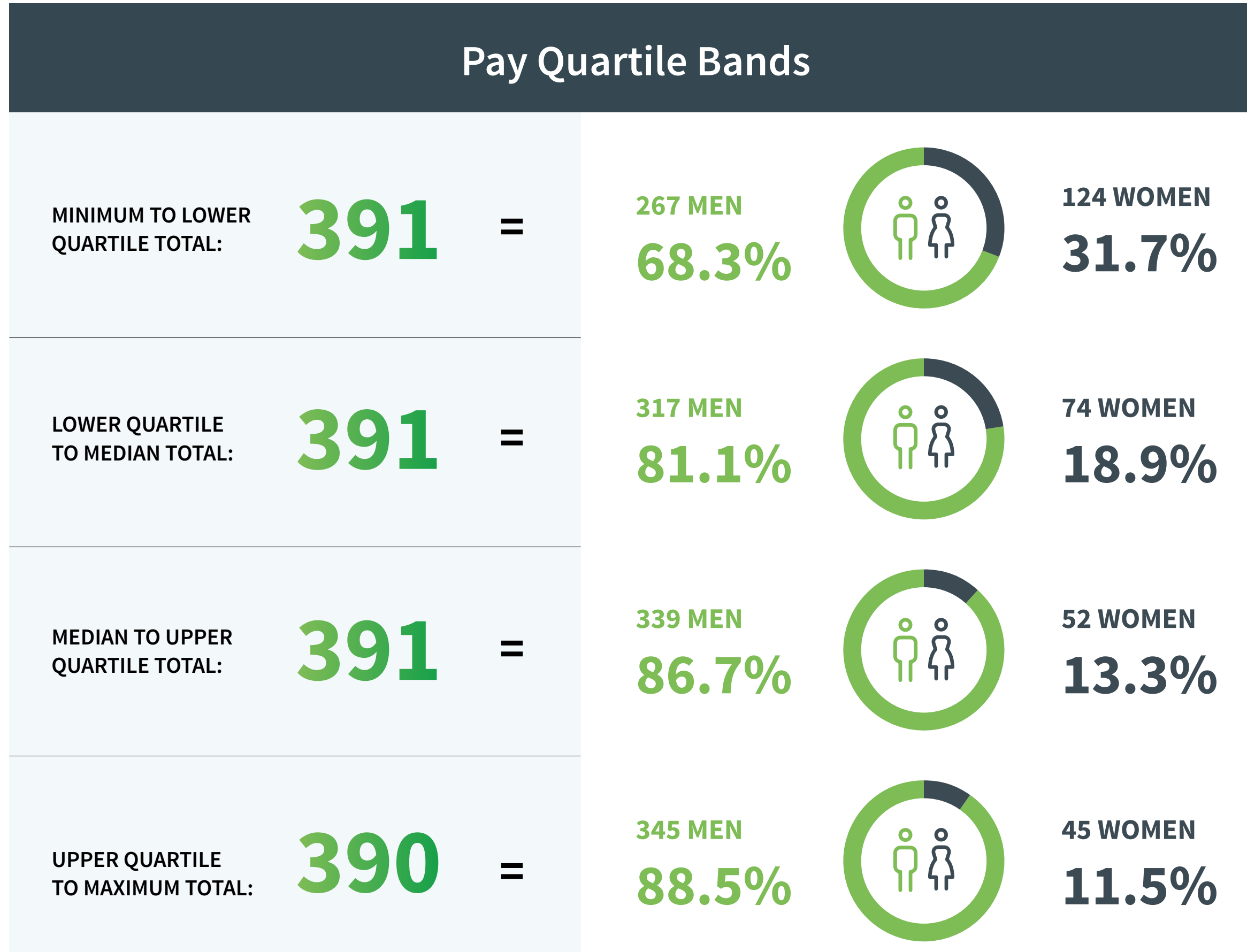
**14.1%**  
of **women received a bonus** in the 2025 financial year.



**22.8%**  
of **men received a bonus** in the 2025 financial year.

It is important to remember that the gender pay gap is different to equal pay. We have processes in place to ensure employees receive equal pay for work of equal value.

# Our gender pay details at a glance

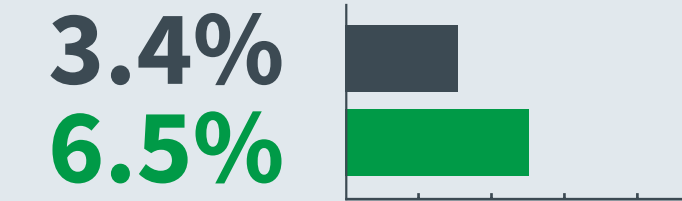


This shows the proportions of men and women employed by Sir Robert McAlpine Ltd in the lower, lower middle, upper middle and upper quartile pay bands.

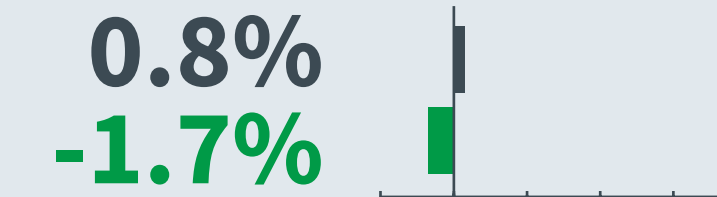
## Quartile differences

● Mean gap  
● Median gap

MINIMUM TO LOWER QUARTILE



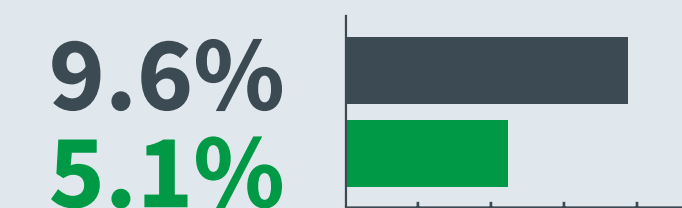
LOWER QUARTILE TO MEDIAN



MEDIAN TO UPPER QUARTILE



UPPER QUARTILE TO MAXIMUM



This shows the mean and median pay gap for each pay quartile band. In the lower quartile to median quartile for example, the mean gender pay gap is 0.8% and the median pay gap is -1.7%

# Understanding our Gender Pay Gap

with Deputy People Director, Rachel Leyland



Our Gender Pay Gap figures show a slight improvement in median pay gap compared with the previous reporting period.

During the period, the median gender pay gap reduced by 1.5%. The mean gender pay gap changed marginally, increasing from 23.3% to 23.5%. This means that, when comparing average hourly pay, women's mean hourly pay is 23.5% lower than men's.

The mean gender pay gap is calculated by adding together the hourly pay of all male employees and dividing this by the number of men to give the mean (average) hourly pay for men. The same calculation is carried out for female employees. The mean hourly pay for

women is then subtracted from the mean hourly pay for men. This figure is divided by the mean hourly pay for men and multiplied by 100 to give the mean gender pay gap as a percentage of men's pay.

The median gender pay gap is calculated using the same approach, but instead of using average hourly pay, it uses the hourly pay rate at the midpoint of the male and female pay distributions.

Women made up 18% of the workforce during the reporting period but remain underrepresented in senior roles. This imbalance at senior levels continues to be the main factor driving our overall gender pay gap.

It is important to distinguish between gender pay gap and equal pay, as these are different concepts. The gender pay gap reflects the overall distribution of men and women across the organisation, whereas equal pay relates to men and women being paid the same for work of

equal value. We have robust processes in place to ensure that all employees receive equal pay for equal work.

As shown in the quartile data, the pay gap within individual pay quartiles is significantly smaller. This is because these figures compare roles within similar pay bands, rather than across the organisation as a whole.



# Addressing the gap

**We are actively implementing a range of initiatives to reduce gender imbalance and support our commitment to creating a more inclusive and equitable future**

## Developing the leaders of the future

Providing our female talent with every opportunity to progress through the business is fundamental.

Through our partnership with Cranfield Executive Leadership, one of the UK's most prestigious business schools, we deliver an apprenticeship-funded Future Leaders Programme. Since its inception 28% of the programme's graduates have been female.

Elsewhere, in recent years, 22% of those undertaking our Management Development Programme, which is designed for new and aspiring leaders, have been female.

## Building our pool of female talent

We are committed to increasing the number of women working at all levels within our business and encouraging more young women to pursue opportunities in construction.

A total of 30% of our early talent cohort are female, which is progress compared with the 20% female representation across the company.



## Promoting from within

In a traditionally male-dominated industry, providing opportunities for women to progress into senior positions is key to addressing the gender pay gap.

Rach Shore is our Head of Assurance and Compliance, responsible for bringing together our activities across Risk, Assurance, Quality, Compliance and Improvement to ensure we get things right first time.

Rach joined us in 2020 as an Innovation and Improvement Manager, responsible for supporting our approach to strategic transformation. Since then, she has worked successfully with teams across the company to drive improvements and deliver sustainable positive change.

A key part of Rach's new role involves ensuring the improvements we make are focused in the right places and that we are supporting our people and projects to address the challenges they face and make the most of opportunities presented to them.

*Throughout my 6 years at SRM, I have been fortunate enough to work with inspiring female role models who have supported my career. Now it is my turn to help raise the visibility of the support my team can provide to the business."*

**Rach Shore**  
Head of Assurance and Compliance



## Promoting from within

Julie Colbert is our Head of Design Management & Technical Services, responsible for leading our Design Management function and coordinating technical governance across the business to support project delivery and company performance.

Julie joined us in 2013 as a Design and Construction Manager, since when she has progressed through roles as Deputy Regional Chief Engineer and Regional Design Manager prior to taking up the Head of Design Management position in 2023.

A key part of Julie's new role involves ensuring that we engage with and support projects not only to ensure our design management is best in class but to futureproof business success through early and ongoing technical governance.

*I've been privileged throughout my career at SRM to work with inspiring role models, both male and female, who have challenged me and given me opportunity to develop into leadership roles. I hope that my career path and leadership provide inspiration and support for other females in our business to achieve the same.*

**Julie Colbert**  
Head of Design Management  
& Technical Services



## Showcasing success

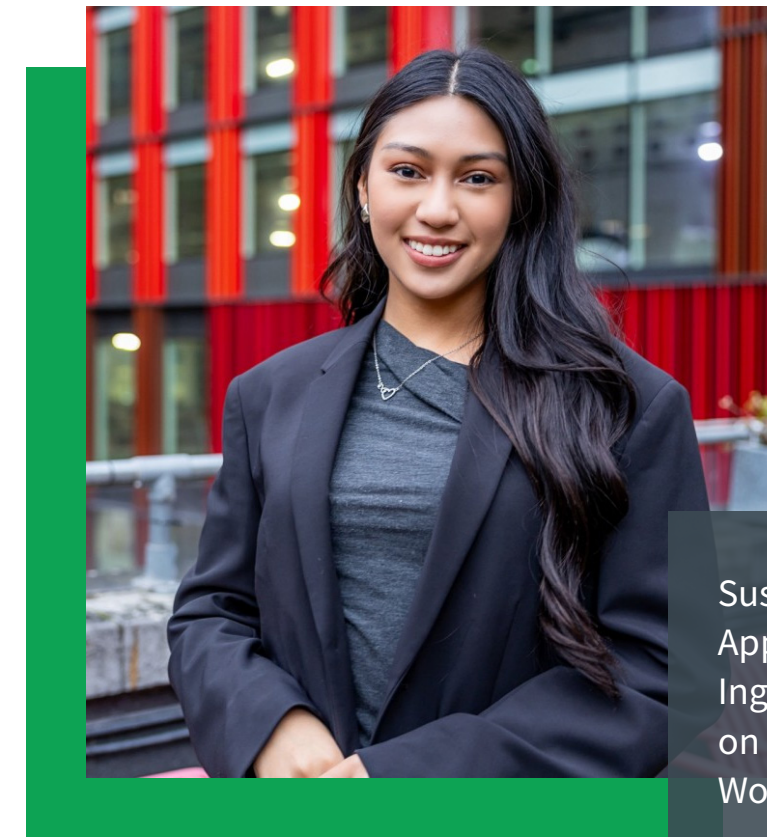
We take every opportunity to promote the achievements of women within our team, both inside and outside the organisation.

This year we celebrated our People and Culture Director, Rachael Smith, who was named Role Model of the Year at the British Forces in Business Awards 2025. After serving in the Army for ten years, Rachael joined us as HR Business Partner 13 years ago and has progressed to become an important member of our senior leadership team, driving major business transformations through excellent leadership, meticulous programme management and sound commercial acumen.



People and Culture Director, Rachael Smith, received the Role Model of the Year at the British Forces in Business Awards 2025.

We used International Women in Engineering Day, International Women's Day and National Inclusion Week to proudly shine the spotlight on the remarkable contributions of our female engineers to various projects across the UK. Giving voice to a range



Sustainability Manager Apprentice, Victoria Inglis, was highlighted on International Women's Day 2025.

colleagues across a variety of disciplines we were able to share their construction journeys and promote inclusive working practices.

Those featured included Clare Gallagher, who has worked on iconic projects such as the Olympic and Emirates stadiums since joining us in 1990. Currently Project Manager at the Temple Quarter Enterprise Campus in Bristol, Clare shared some of the highlights of her 35 year career for International Women in Engineering Day.

For International Women's Day, we threw the spotlight on Sustainability Apprentice Victoria Inglis, a passionate advocate for a more climate – conscious future. Two years into a five-year Sustainability Manager apprenticeship, she is balancing hands-on experience on two London projects with studying Environmental Science at Kingston University. Her journey into the construction industry was inspired by her participation in the Broadgate Future Talent programme - a collaboration between the Construction Youth Trust, British Land, and Sir Robert McAlpine.

## Training & Support

Everyone has a role to play in creating a more equitable working environment. That's why this year we rolled out our unconscious bias training. Understanding and addressing our unconscious bias is key to driving inclusion because the preconceptions we hold can impact our behaviours and the way we interact with others.

We had four individuals attend the Circle Partnership in 2025 with a further four attending in 2026. Which includes leadership training and impactful one-to-one mentoring with senior female figures from a range of sectors. Focused on supporting women to overcome the primary barriers they face to progression, the partnership targets mid-level talent as this is the stage that represents the greatest retention challenge for businesses. Menopause

All of our people have access to information and guidance on perimenopause, menopause and postmenopause which outlines the responsibilities of line managers and directs colleagues to the range of support available. Our people also have access to a peertopeer menopause support group. In addition, we have issued guidance on areas such as period dignity and pregnancy loss. Alongside raising understanding and awareness, these resources are designed to help create a supportive working environment where everyone can access the help they need.

## Supporting military families

All of our people have access to information and Our strong commitment to the Forces community provides essential support for military families. It is an approach which has benefited Katy Maloney, the wife of an Army serviceman, who is a procurement administrator based in Port Talbot. Katy has taken advantage of our 'buddying system' which matches colleagues from a Forces background to offer mutual support based on shared experiences.

Having historically found career progression difficult due to the commitments many employers and academic institutions require, through the advice and guidance provided by her buddy, Katy is exploring professional progression options which work alongside her personal circumstances.



**Katy Maloney, Procurement Administrator, said:**

*SRM was the first place I have really felt accommodated as part of a military family. Right from the moment I joined, it has felt like such a welcoming and understanding environment."*



## Initiatives helping drive change

Actions we are taking to help build equanimity and close the gender pay gap:

### Use of blind CVs

**Our Gender Equality Network worked through the year to promote equality and drive progress**

**Guidance for all on perimenopause, menopause and post menopause**

**Guidance for all on period dignity**

**Guidance for all on pregnancy loss**

**Promotion of careers in construction for women via careers fairs, school engagement**

**Our Employee Network works to...**

**We entered into a new partnership with the Forces Employment Charity through which we are supporting members of the Forces and their families into employment**

# Neil Martin

CEO, Sir Robert McAlpine

Like many companies in our industry, whilst we pay the same for all roles regardless of gender, our gender pay gap reflects the challenge of having too few women in senior, higher paid roles. This is something we are actively addressing through targeted recruitment and providing dedicated support to help women progress.

I am confident that this continued focus will help us attract and retain more women at every level, helping close the gender pay gap, and creating a business that is stronger for its diversity.





## Proudly building Britain's future heritage

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