



Gender Pay Gap Report 2019

Everyone is welcome

**Sir Robert
M^cALPINE**

At Sir Robert M^cAlpine we've set ourselves the goal of being the Best Place to Work



Paul Hamer,
Chief Executive

For us, being inclusive and treating everyone equally isn't only important because it reflects our values and our family ethos; it's business critical.

We recognise that in so many ways being an inclusive business makes us a better business.

By enabling us to draw on the best talent it means we make better decisions. It makes us more creative. And it supports a rounded culture that is better connected with the world around us.

All of which makes us a stronger, more diverse team better equipped to deliver the high quality assets our clients expect and that we are known for.

But we recognise that when it comes to inclusion and gender pay specifically, we are falling short of our ambition. We also know that this is a sector-wide issue that requires commitment and leadership.

Over the last year we have introduced a host of measures to make sure we are the inclusive employer. Highlights include an industry-leading suite of family friendly policies and a benefits offering that flexes to meet our people's needs.

We've also made a commitment to flexible working, something that represents a real challenge for our industry, but that we see as a real game changer when it comes to closing the gender pay gap.

While we have made some progress over the last 12 months, it will clearly take time for the impact of these and the further measures planned for the years ahead to take effect.

But we are determined to continue to lead by example and make the changes required to close the gap on gender pay.

I am very proud to say that at Sir Robert M^cAlpine everyone is welcome.

As that message spreads wider, I am confident that we will see the changes we are working so hard to deliver come to fruition.

Paul Hamer, Chief Executive

Our goal: the Best Place to Work





A better business

As well as providing transparency on our gender pay details, this report is designed to offer an update on the progress we have made on realising our ambition of becoming the Best Place to Work.

During the period covered we have introduced an array of measures designed around our people and their lives both in and out of work.

Flexible working

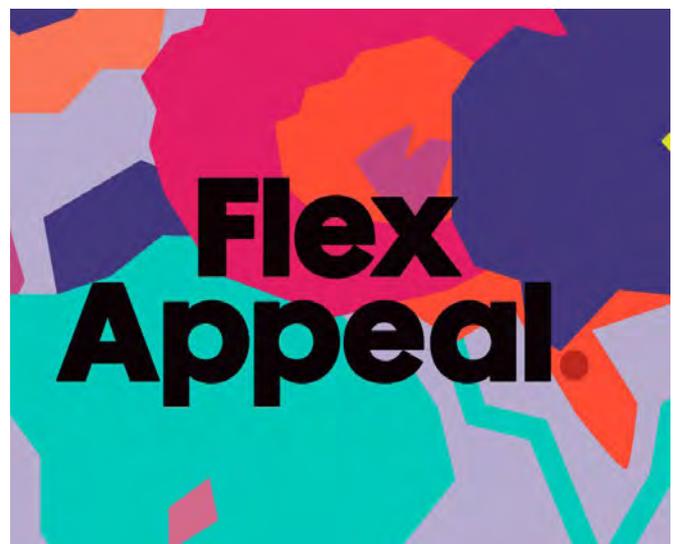
We have made a commitment to flexible working because to us, allowing everyone the flexibility to adjust their work to suit their life circumstances is the path to greater inclusion.

We know that as well as being good for people and businesses, a better work life balance is better for people's mental health – a major issue in our sector.

We have changed our flexible working policy, effectively going beyond what is required by law to allow anyone to request flexible working. We are also introducing a new agile working element into this policy so that our people can work flexibly as and when it suits them.

Flex appeal

Beyond these actions, we want to engage in conversations and explore flexible working solutions that could work not just for our business but our industry. Which is why we are backing the Flex Appeal campaign.



Flexpo

For the second year running we will be headline sponsor of the Flexpo flexible working conference. As well as contributing to tackling cultural barriers to adoption and sharing our experiences, we will again be using the opportunity as a means of learning from others how we can improve our own approach. As well as providing speakers we will also be running workshops as part of the event.

Putting Family First

We launched an industry-leading suite of policies that aim to put Family First. These policies are designed around our people and allowing them the flexibility to choose the benefits that match their family's needs.

Improvements introduced include scrapping any service eligibility requirement for those wanting to take parental leave. Now, our people can take advantage of the statutory provision of 18 weeks leave during the first 18 years of a child's life from the day they join us.

With more and more of us are becoming carers, we've also introduced paid carer leave to help those affected juggle work with their caring responsibilities.

All these measures are designed to support our people and help us to become a more gender balanced workforce.

Flexible benefits

We launched a flexible benefits platform that enables our people to choose the benefits that work best for them. This includes the option to buy and sell holiday so that they can spend more time off with their families.

To help further with work life balance our new sabbatical policy enables anyone eligible to take up to a 12-month career break. We also have a sabbatical bank to give people the ability to 'bank' unused holiday to go towards a sabbatical.





A network of strength

Our seven Affinity Networks represent a cornerstone of our Inclusion Strategy and have a key role to play in helping us become the Best Place to Work.

Designed to provide a platform for all our people, the networks help make sure everyone, regardless of their background, beliefs, age or lifestyle has a voice and can contribute. That diversity brings great strength to our business.

Our Affinity Networks will play a key strategic role in helping get us to where we need to be. They also act as a check on the business, making sure we do what we say we are going to do. The groups meet regularly and, having established their aims, will be contributing to our direction and strategy, as well as looking to implement any necessary changes in the way we work.

Gender inclusion

Comprising a mix of representatives from right across the business, our Gender Equality Network will help us drive the change needed to ensure greater gender parity both in terms of representation and pay within our industry. The group has three aims.

- To influence policies, working practices and culture at Sir Robert M^cAlpine to ensure that people of all genders are treated fairly, feel included and are respected.
- To understand how Sir Robert M^cAlpine can appeal to underrepresented genders, to encourage talented people into the industry regardless of gender. The group also focuses on retention and progression of all genders within the company.
- To increase the number of underrepresented genders in the construction workforce, focusing on traditionally gender-stereotyped roles.

Inclusion survey

We believe the people best placed to help us become a more inclusive business and close the gap on gender pay are those who already work with us. To make any changes required we needed to find out more about our people and their experience of working here.

So at the end of last year we conducted our first Inclusivity Survey.

As well as highlighting the positives, such as the above industry average number of women we employ, the results also revealed areas we need to focus on.

The information provided helped us decide on some next steps in areas such as awareness raising, education and language.

We have begun inclusion workshops and training, teaming up with the Equally Yours charity to develop a fun and engaging interactive board game to raise awareness around inclusion.

We'll be rolling out the training to 400 line managers over the next 18 months.



Championing women leaders

We continue to strengthen our relationship with the Women Leaders Association's (WLA) through sponsorship of its annual conference. An inspiring event designed to support the development of female leaders and enhance business performance, it provides an opportunity to champion change in our construction sector and to help lead the way for women.

Our Chairman and a female member of our Executive Board also addressed the 2019 Women in Construction Summit where we sponsored a workshop. We will be represented again this year.

Striking a pose for gender balance

In a reflection of our inclusive culture, members of our teams across the country got behind International Women's Day 2019 – striking a pose to celebrate the social, economic, cultural and political achievements of women and support the campaign for a gender-balanced world.

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. A strong pipeline of future female leaders is being recruited and developed across the business.

Since compiling our report we have welcomed a second woman to our Executive Board and two additional women to our senior leadership team. These appointments will be reflected in our 2020 report.

Taking the Pulse of the business

To improve our business we need to know what it's like for our people to work here. SRM Pulse is a weekly survey providing each and every one of our people with the opportunity to feed back completely anonymously. SRM Pulse ensures we are continually listening to our people and able to adapt and act as needed to support them and make improvements that matter.

Early talent

We are actively sourcing graduates and apprenticeships from a wider pool and are targeting underrepresented groups. In 2020 we partnered with Not Going to Uni and GradTracker to help us attract talent from a range of backgrounds.

The statistics

We are pleased to report that, as these latest figures show, we have made some progress on closing the gap over the last year.



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

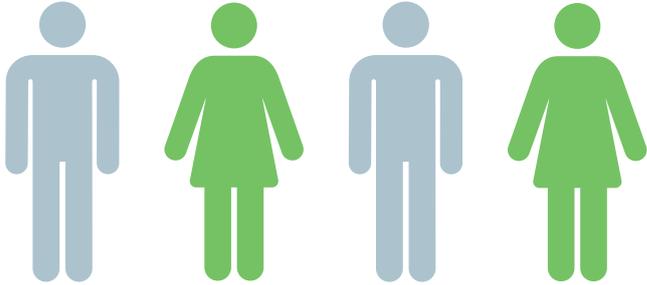
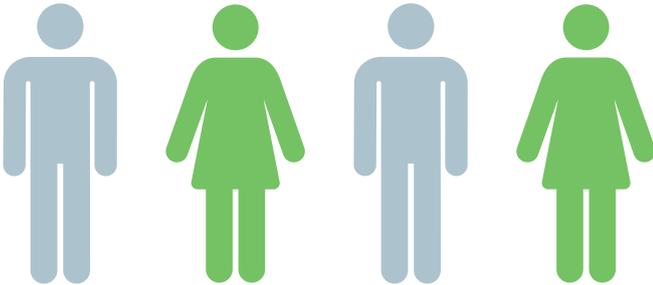
Bonus Gap

Mean Gender Pay Gap
27.4%

Median Gender Pay Gap
29.7%

Mean Gender Bonus Gap
63.6%

Median Gender Bonus Gap
33.3%

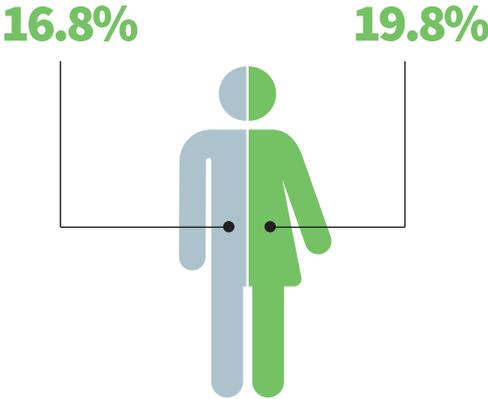


This shows the mean and median difference in the fixed hourly earnings between men and women who work for Sir Robert M'Alpine Ltd as at April 5th 2019.

This shows the difference between the bonus payments made to relevant men and women in the year 2019.



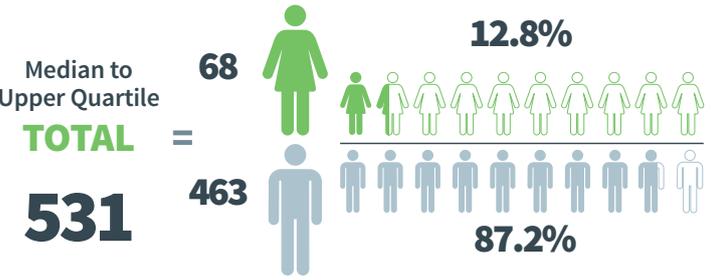
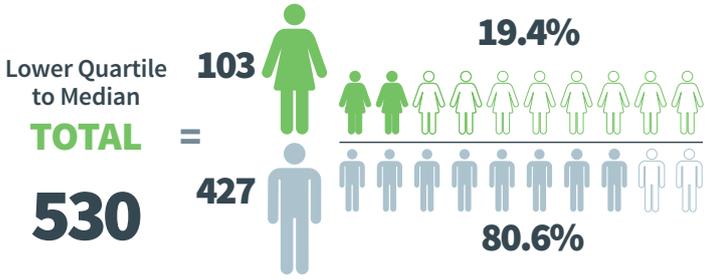
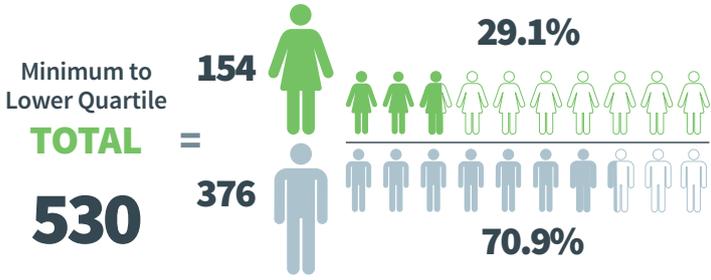
Proportion of Staff Receiving a Bonus



This shows the proportion of men and women who received a bonus in the 2019 financial year.

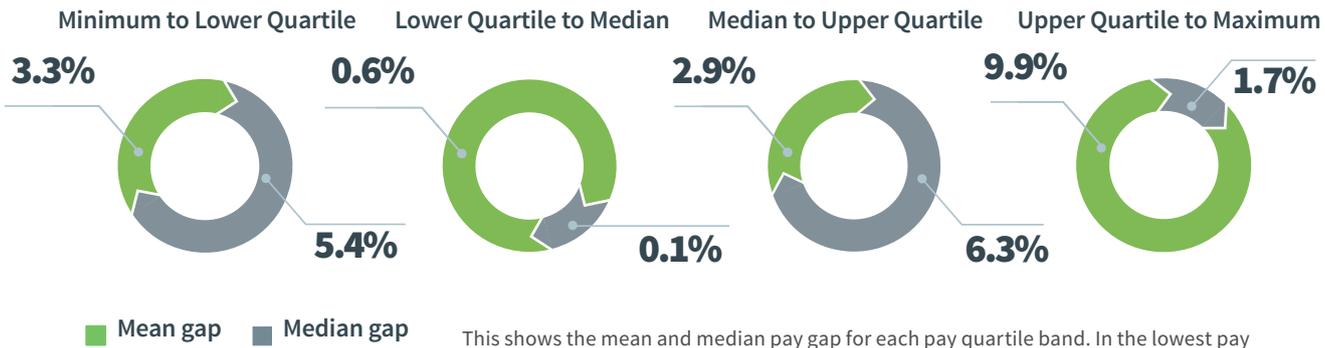
Our gender pay details at a glance

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 3.3% and the median pay gap is 5.4%.

“

I'd like to see more women working in all aspects of construction, especially trades, because it's so rewarding. That fulfilment is the best reason for getting more women into the industry. Of course, gender is only one part of inclusion. I want us to generate an environment where people don't have to pretend to be someone else at work and can 'be who they are'. We are making good progress, but we can always do more.

Alison Cox

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Executive Director of Engineering
& Technical Services.



Proudly building Britain's future heritage

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