

INCLUSION POLICY – Policy Number P-012

1 Background

Sir Robert McAlpine believes that excellence will be achieved through recognising the value of every individual. We are committed to providing an inclusive culture that embraces diversity and provides a fair and respectful working environment. People from different backgrounds and with different experiences bring fresh ideas and innovation that contribute to the success of our business.

This commitment means that all employees will be treated equally and fairly without regard to age, sex, disability, marital or civil partner status, pregnancy or maternity, paternity, race (to include colour, nationality, ethnic or national origin), religion or belief, gender identity, sexual orientation, job level or socioeconomic background amongst others.

Fair treatment covers all areas of our work as an employer including recruitment, performance management, learning and development, reward and benefits, access to facilities, health and safety, flexible working, disciplinary, grievance and leaving procedures.

We are committed to a culture where everyone is treated with dignity and respect and is encouraged to reach their full potential.

This policy operates within our company vision and values, and will be an important part of us achieving our company objectives.

2 Who does this policy apply to?

Our policy applies to all employees, sub-contractors and suppliers including consultants and agency staff. Equally, this policy applies to our treatment of prospective employees, visitors, clients and suppliers.

3 The Board's commitment

The Board is responsible for driving our inclusion agenda by:

- creating a working environment where people have the opportunity to achieve their full potential
- encouraging an inclusive culture where people are free to be themselves and to express their views
- demonstrating inclusive leadership and challenging unacceptable behaviours and language
- ensuring action is taken if unfairness or discrimination occurs
- supporting a fair career management approach that enables the selection and promotion of the best talent

- deploying the appropriate resources and expertise to support the inclusion agenda
- being visible role models by taking the time to understand the barriers employees have, how they can be addressed, and acting upon it.
- increasing transparency on diversity in the workforce and routes to career progression
- taking ownership for inclusion in Sir Robert McAlpine and the wider industry and embedding the Inclusion Strategy within all business functions
- creating a working environment that supports the needs of a diverse workforce

What the company expects from Line Managers:

Line managers have an important role to play in creating an inclusive culture in the office and on site. Their responsibilities include:

- anticipating and responding positively to different needs and circumstances of employees so they can participate and perform to the best of their abilities
- championing inclusive principles through our everyday business operations and practices
- taking an active role in learning and understanding about different demographic groups and the barriers they may face
- calling out bad behaviour, embedding an inclusive culture throughout the business area responsible for. Ensuring your employees know what is “acceptable and unacceptable behaviour” and how to deal with it
- keeping up to date with equality legislation, and the Sir Robert McAlpine inclusion policy and strategy
- treating all discrimination complaints seriously, be aware of the processes for dealing with grievances and complaints
- undertaking and participating fully in any relevant training provided by the company

4 What the company expects of you

We recognise and appreciate that personalities, characters and management styles are all different but you should be aware of your own behaviour and how it impacts others.

We expect you to:

- take personal responsibility for creating and maintaining a positive working environment where we treat each other with dignity and respect and discrimination, victimisation, bullying and harassment are not tolerated
- value diversity and the contribution everyone makes to the company
- comply with our inclusion expectations during all your interactions with others including at work-related social events and on networking sites
- ensure the inclusion priorities are incorporated into our everyday business operations, policies, training and practices
- notify your line manager or People Department of any concerns you have regarding the conduct of other employees or third parties. If anonymity is required, consider reporting

issues through the Whistleblowing procedures.

- undertake and participate fully in any relevant training provided by the Company

5 Supply Chain

Our supply chain are an integral part of our culture, and as such we expect a collaborative approach with our partners to achieve an inclusive environment in all our business operations, Key activities:

- We will work with our supply chain to ensure they are taking into account the needs of all sections of the community when providing services on our behalf
- We will help train and develop our supply chain in inclusive practices and procedures, for example unacceptable behaviours
- Our procurement process will ensure that our supply chain understand what is expected of them with regards inclusion

6 Affinity Networks

To help us create a truly inclusive environment within Sir Robert McAlpine, in early 2019 we launched seven internal 'Affinity Networks'. The aim of the networks is to bring together individuals who share similar experiences, interests and challenges. This will improve communication between the organisation and the diverse range of people within it.

The networks will provide an opportunity for ideas and feedback to be developed and heard, create developmental opportunities for members, and provide senior leadership with the grassroots feedback that will help shape our inclusion strategy. Key areas of focus for the affinity networks will be the attraction, development, retention of underrepresented group within the business.

7 Compliance

All employees should treat each other with dignity and respect at work. If you feel you have not been treated in accordance with this policy you may, in the first instance (if you wish and feel comfortable to do so), raise your concern with the person responsible for the behaviour and request that it should cease. If you prefer, speak with your line manager or the People Department with a view to reconciling the matter informally. Alternatively, you can raise the matter formally through the Grievance Procedure. All complaints will be dealt with seriously, promptly and confidentially. If an employee is found to breach the Inclusion policy, they will be subject to disciplinary action which could result in dismissal.

Employees should be aware that they can be held personally liable for any act of unlawful discrimination by them.

8 Diversity and Inclusion monitoring

- Sir Robert McAlpine will monitor the effectiveness of this policy to ensure it is achieving its objectives.
- As part of this process it will monitor:
 - the composition of job applicants and decisions in recruitment
 - the composition of the workforce
 - access to training, promotion and other opportunities and benefits
 - the impact of Sir Robert McAlpine's employment policies
 - resignations, dismissals and other terminations
 - exit interviews
 - gender pay reporting
 - composition of SLT
 - SRM Pulse data

- Information collected for monitoring purposes will be treated as confidential and will not be used for
- any other purpose

9 Related policies

This policy is supported by the following other policies and procedures:

- Grievance Procedure
- Disciplinary Procedure
- Whistleblowing
- Formal Flexible Working
- Family Leave Policies:
 - Family Leave
 - Shared Parental Leave
 - Parental Leave
 - Recruitment
 - Absence

10 Contractual status of this policy

This policy does not form part of your contract of employment. The company has the right to amend this policy at any time. It will communicate any material changes to employees.

11 Ownership, updates and queries

The policy is owned by the Head of People and will be reviewed periodically. Any questions on the application of the policy should be directed to the People Department.



Paul Hamer
Chief Executive Officer

Title:	Inclusion Policy		
Owner:	People Team	Version:	3.0
Date of last review:	March 2020	Date of next review:	February 2021