



Inspiring Women in Construction Pledge

On behalf of [company name], I am proud to sign this *Inspiring Women in Construction Pledge*. In signing the Pledge, our organisation agrees to support the initiatives set out below and aspire to change our organisation.

As a signatory, we will strive to:

- **Attract, develop, and promote more women in our company and industry, and do this in a fair way;**
- **Close our Gender Pay Gap;**
- **Champion and recognise the achievements of women;**
- **Work collaboratively to create an environment that welcomes and helps retain women.**

We acknowledge that change for the better will not happen on its own. We know it is vital that every company signing this Pledge commits to establishing its own continuous improvement plan with **measurable objectives and clearly defined outcomes**.

For some, this plan will involve only small changes; for others, improvement may be a long-term business transformation project.

Regardless of our particular starting point, we commit to **measuring and monitoring progress** and, where necessary and appropriate, adjusting our plan so that the goals of this Pledge can be achieved.

We recognise there is **no single action** to deliver the Pledge that we will strive and aspire to achieve. We can, however, evaluate how the following best practice examples could be implemented as part of an action plan in our own organisation. We will aim to work collaboratively with external organisations, our clients and supply chain, to share and expand impact wherever possible.

Attract, develop, and promote women

This means we will consider how we can:

- Recognise the diverse perspectives and skills that women bring to our workforce;
- Ensure our HR policies actively promote gender equality;
- Make unconscious bias training mandatory for those involved in recruitment, project team selection and promotions;
- Use language in our recruitment adverts and job descriptions that does not alienate or exclude women;
- Devise and implement development programmes for female employees that support meaningful career progression, such as mentoring or advice at specific career milestones;
- Take steps to close the gender pay gap;

Champion and recognise the achievements of women

This means we will consider how we can:

- Actively promote the success of our female employees, as well as women in our client and partner organisations, and share stories of female success to audiences both within and beyond our industry;
- Include positive female role models in our marketing, advertising and PR campaigns that inspire more women to choose construction as a career;
- Ensure our outreach programmes with schools and colleges – as well as our broader CSR programmes – target female students and young women

Work collaboratively to create an environment that welcomes and helps retain women

This means we will consider how we can:

- Create programmes and policies that promote gender equality;
- Work towards more balanced female representation at both management and board level
- Ensure there are appropriate female facilities in our offices and construction sites, and that women are afforded period dignity;
- Have a zero-tolerance approach towards negative and demeaning behaviours towards women, both in physical and online environments;
- Educate employees and have a zero-tolerance approach to “banter” in the workplace that undermines, belittles and excludes women;
- Establish a process for reporting inappropriate behaviours that encourages employees to ‘call out’ unacceptable behaviour in an appropriate way;
- Review roles and working practices to maximise flexibility for female employees, in terms of hours, location and other relevant factors;
- Take opportunities to collaborate with clients, supply chain partners and industry to promote and support gender diversity.

By signing this Pledge, we commit to building meaningful career paths for women in construction, both now and in the future.



A handwritten signature in black ink, appearing to read 'P. Hamer'.

Paul Hamer Chief Executive

A handwritten signature in black ink, appearing to read 'K. Brookes'.

Karen Brookes Exec Director of People and Infrastructure

Sir Robert McAlpine Ltd