



Gender Pay Gap Report 2020

Everyone is welcome

**Sir Robert
McALPINE**

At Sir Robert McAlpine we are passionately committed to inclusion.



For us it's not a 'nice to have' or a lofty ambition, it is fundamental to who we are as a values-led business.

We know it is the differences between us that make us the company we are, equipping us with the range of attributes, skills and expertise we need to deliver the high-quality assets our clients expect.

That diversity is something to celebrate and protect, making us more agile and more resilient as an organisation. It keeps us grounded and connected to those around us, and means we are better able to contribute to society.

So, when it comes to equality and fairness we will not compromise.

People are what make our business tick, which is why driving progress on inclusion remains right at the top of our agenda. It is central to our ambition of becoming the Best Place to Work.

It is a commitment which is felt right across the business, from our suite of gender-neutral family first policies and the Affinity Groups set up to ensure every one of our people has a voice and is able contribute, to the increased visibility of women in senior roles including two female Board members and three female members of our Executive Leadership Team.

When we look at our gender pay gap, change for us can't come fast enough. We are not where we need to be, and we will not stop until we get there.

The increasing digitalisation of construction, changing attitudes within the industry and the lessons learned on flexible working during the pandemic mean we are optimistic that our sector is heading in the right direction.

We are determined to lead that change not just within construction but across industry. It is why we funded a major piece of research into flexible working, the Forever Flex Report and are looking to explore its practical application across our business. We believe it holds the key to closing the gender pay gap by making our business and the careers we offer more appealing to a wider spectrum of society. This inevitably will underpin our desire to build a more inclusive future.

There is no way forward but change and it's a future we embrace with open arms.

Paul Hamer
Chief Executive



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

Driving change

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 we continued to promote measures designed around our people and their lives in and out of work.

We operate mentoring programmes targeting females with potential to progress to more senior roles as part of our talent management and succession planning.

We also promote agile and flexible working, including on our sites, where this has traditionally been viewed as difficult to implement. This aligns with our progressive family friendly policies which, as a family business, form part of our intrinsic culture. Our family leave policy offers a truly gender neutral approach.

We have introduced gender-neutral CVs in our recruitment process and work with our Employee Network and Affinity Groups to identify specific barriers to women joining and progressing within our business and actions we can take to address this.

You can find out more detail on some of this work on the following pages.

Committed to leading by example on inclusion and inspiring industry wide change



FOREVER FLEX

Making flexible working work beyond a crisis

Flex Appeal.

Funded by:

The shift to flex

We believe agile and flexible working represents a game changer when it comes to inclusion and reducing the gender pay gap.

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.

As part of our commitment to flexible working we funded research into the subject which was commissioned by flex campaigner Mother Pukka and conducted by behaviour change experts Claremont. The research aims to provide employers with something more than just statistics on flexible working.

The resulting Forever Flex report is based on a survey of 1,420 employers and in-depth interviews with leaders and decision makers at 32 companies, spanning a wide range of sectors and sizes.

It is a study of real life success stories and provides the first examples of how flexible working can be managed successfully across all sectors of industry, resulting in a happier and more efficient workforce.

The report provides guidance for businesses on how they can successfully shift towards 'true flex' and represents a valuable contribution to a debate that we are working to ensure will deliver real change.

“I believe that offering everyone a working environment in which they can thrive and be their best through flexible working can help pave the way to greater inclusion, diversity and the much-needed reduction of the gender pay gap.”

Paul Hamer,
Chief Executive.

We are proud to put family first



Family first

Having taken feedback from our people, we made a change to a key element of our industry-leading suite of Family First policies to ensure we took a gender neutral approach.

We introduced an inclusive Family Leave policy so that whatever your gender or sexual orientation, and whichever way your family grows (birth, adoption or surrogacy), you are entitled to the same amount of leave.

In recognition of our work in this area we won The Best Benefits to Support Work Life Balance award at The Employee Benefits Awards 2020.

Flexible benefits

2020 saw the beginning of the roll out of flexible benefits to all our people, including the ability to buy and sell holiday and add unused holidays into sabbatical banks to be used at a later date. The development of flexible benefits will continue in 2021 with more options being added to allow employees to adapt their benefit choices to meet their individual needs; these include discounts, travel and the introduction of Total Reward Statements.

Networks building inclusion

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 have a key strategic role to play 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.

Gender inclusion

Comprising a mix of representatives from right across the business, our Gender Equality Affinity Group is helping us drive the change needed to ensure greater gender parity both in terms of representation and pay within our industry. We have partnered with Constructing Rainbows who support and advise on Gender and Diversity.

The group has three aims:

- To influence policies, working practices and culture at Sir Robert M'Alpine to ensure that people of all genders are treated fairly, feel included and are respected.
- To understand how we 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.

Championing women leaders

We continue to strengthen our relationship with the Women Leadership Association (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 sector and to help lead the way for women.

Striking a pose for gender balance

Once again members of our teams across the country got behind International Women's Day – striking a pose to celebrate the social, economic, cultural and political achievements of women and to support action on equality.

Striking a pose for gender balance



Visibility mission

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.

SRM Pulse

To improve our business we need to know what it feels like for our people to work here. SRM Pulse is a confidential monthly online survey providing each and every one of our people with the opportunity to provide feedback. This ensures that we are continually listening to our people and able to adapt and act as required to support them and to make improvements to help us build engagement throughout the business.

A key finding is 'management support' across our entire business remains consistently high. In respect of our people's experience in relation to 'equality', they feel that people from all backgrounds are treated fairly and that we have the measures in place to provide equal opportunities and actively work to prevent discrimination.

Early talent

Our resourcing team work closely with our Community Managers to ensure we are sourcing our early careers talent from as diverse a pool as possible, targeting the under-represented groups.

In 2020 we partnered with a number of organisations including Not Going to Uni and GradTracker, to help us attract talent from a range of backgrounds. We look to develop this approach further in the year ahead.

Our gender pay details at a glance

Steady progress is being made on addressing the mean gender pay gap, although clearly we need to drive greater change. Our commitment to gender pay equality remains firm, with our focus on implementing a series of initiatives to address this.

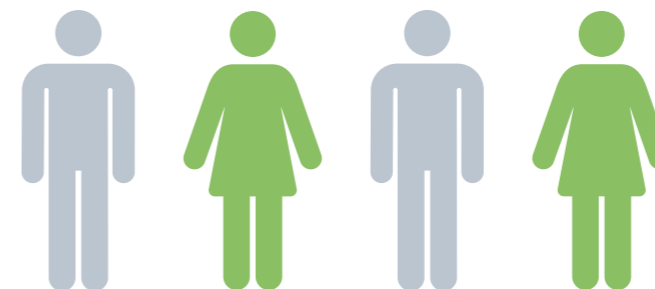
We still face the inherent challenge of attracting women into the sector and progressing them through the organisation – this is something we are committed to address.

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

Pay Gap

Mean Gender Pay Gap
27.2%

Median Gender Pay Gap
30.9%

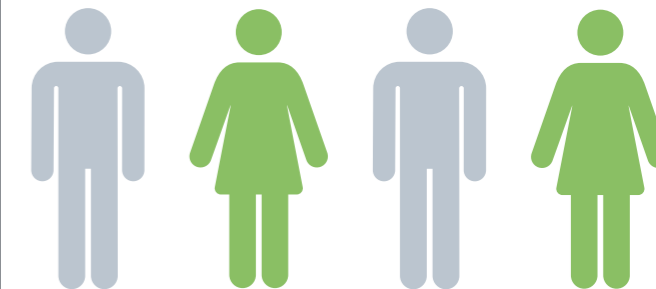


This shows the mean and median difference in the fixed hourly earnings between men and women who work for Sir Robert M^cAlpine Ltd as at April 5th 2020.

Bonus Gap

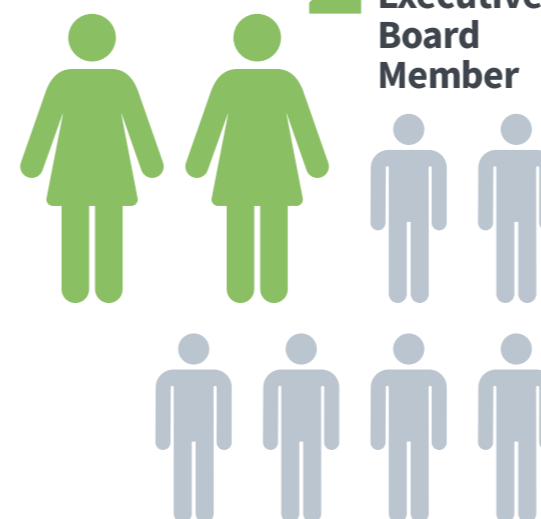
Mean Gender Bonus Gap
45.7%

Median Gender Bonus Gap
3.5%



This shows the difference between the bonus payments made to relevant men and women in the year 2020.

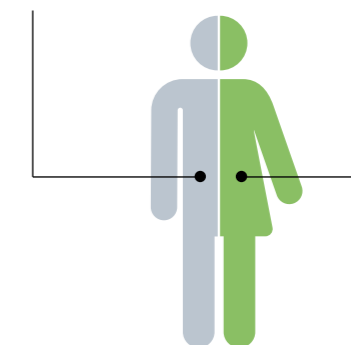
2 Female Executive Board Member



Proportion of Staff Receiving a Bonus

24.2%

26.1%

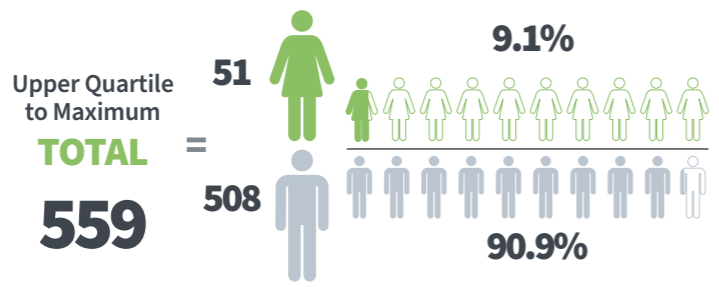
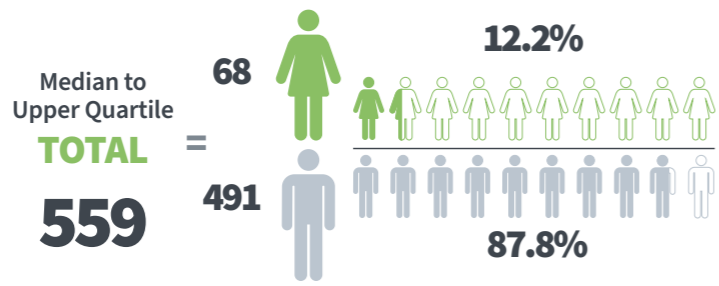
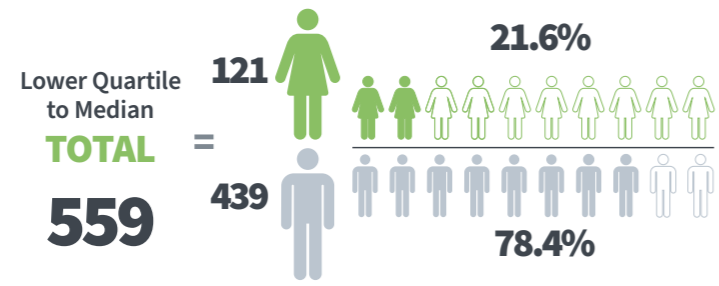
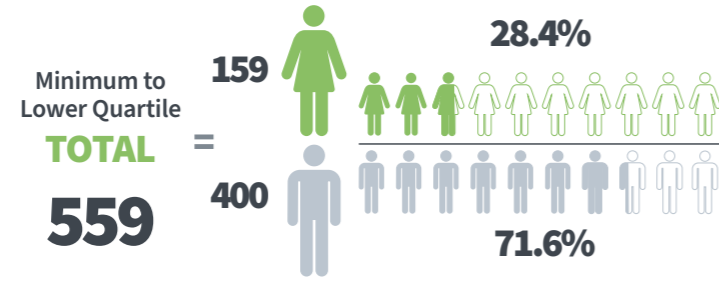


This shows the proportion of men and women who received a bonus in the 2020 financial year.



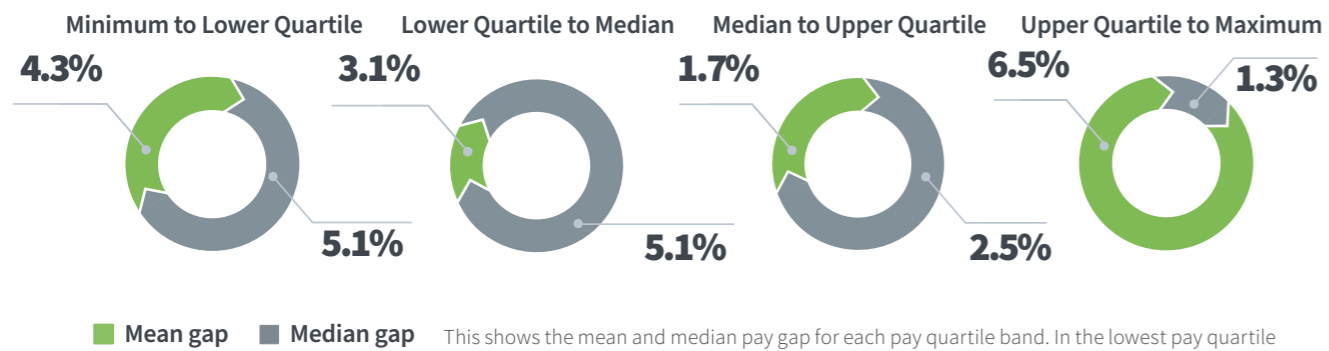
Our gender pay details at a glance

Pay Quartile Bands



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



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 4.3% and the median pay gap is 5.1%.



Proudly building Britain's future heritage




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