

Gender Pay Gap Report 2023

**Sir Robert
McALPINE**



Driving change for a more equitable future

At Sir Robert McAlpine, we believe that every individual should have access to a fulfilling and successful career, regardless of gender identity.

In addressing our Gender Pay Gap, we confront a common hurdle shared by others within our industry. Historically, construction has been predominantly male dominated, a reality we're committed to reshaping. However, achieving this transformation will require patience and perseverance. Despite our ongoing initiatives, our current figures show only a slight improvement on last year, a fact that deeply frustrates us and merely reinforces our resolve to drive change.

This report showcases some of the steps we are taking to close the gap, and our work to encourage greater female representation across all levels within the business and I'm particularly proud of some of the recent initiatives we have implemented.

The development of guidance on menopause, period dignity, and pregnancy loss, highlights our commitment to addressing significant issues affecting women in the workplace. Our adjustments range from flexible work schedules to amenities such as hot water bottle facilities and private breakout areas. We are also actively raising awareness around menopause through targeted training programmes for line managers.

We stand by our conviction that there are no gender specific roles in construction, proactively raising awareness of the breadth of careers available by celebrating and showcasing the successful women working on our sites, a number of whom are featured in this report.

Finally, our collaboration with Cranfield Business School on our SRM Future Leaders Programme represents a pivotal step in nurturing talent within our organisation. The programme's second cohort is 39% female, underscoring our commitment to attracting, developing, and retaining top-tier female talent within our ranks.

The effects of our efforts may not be immediate, but I firmly believe the long-term impact will be profound.

Karen Brookes
Chief People Officer



Our gender pay details at a glance

Our pay gaps

MEAN GENDER PAY GAP

25.2%

MEDIAN GENDER PAY GAP

30.5%

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 2023.

Our bonus gaps

MEAN GENDER BONUS GAP

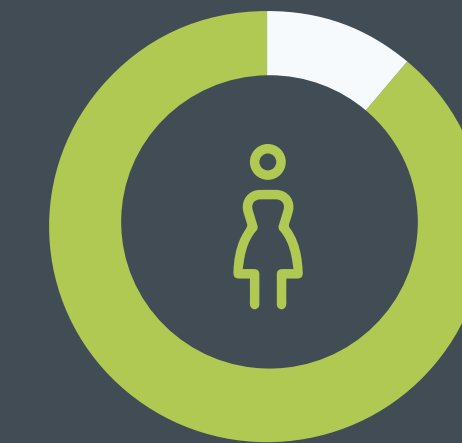
75.5%

MEDIAN GENDER BONUS GAP

95.9%

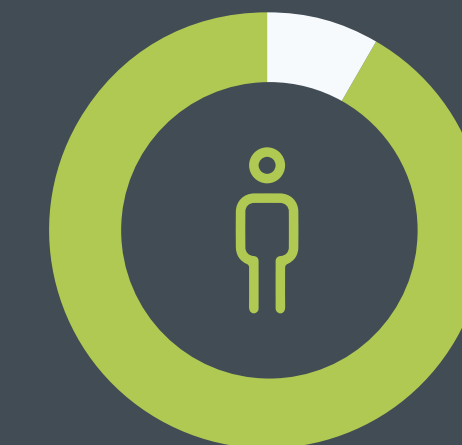
This shows the difference between the bonus payments made to relevant men and women in the year 2023.

Proportion of our people receiving a bonus



11.2%

of **women received a bonus** in the 2023 financial year.

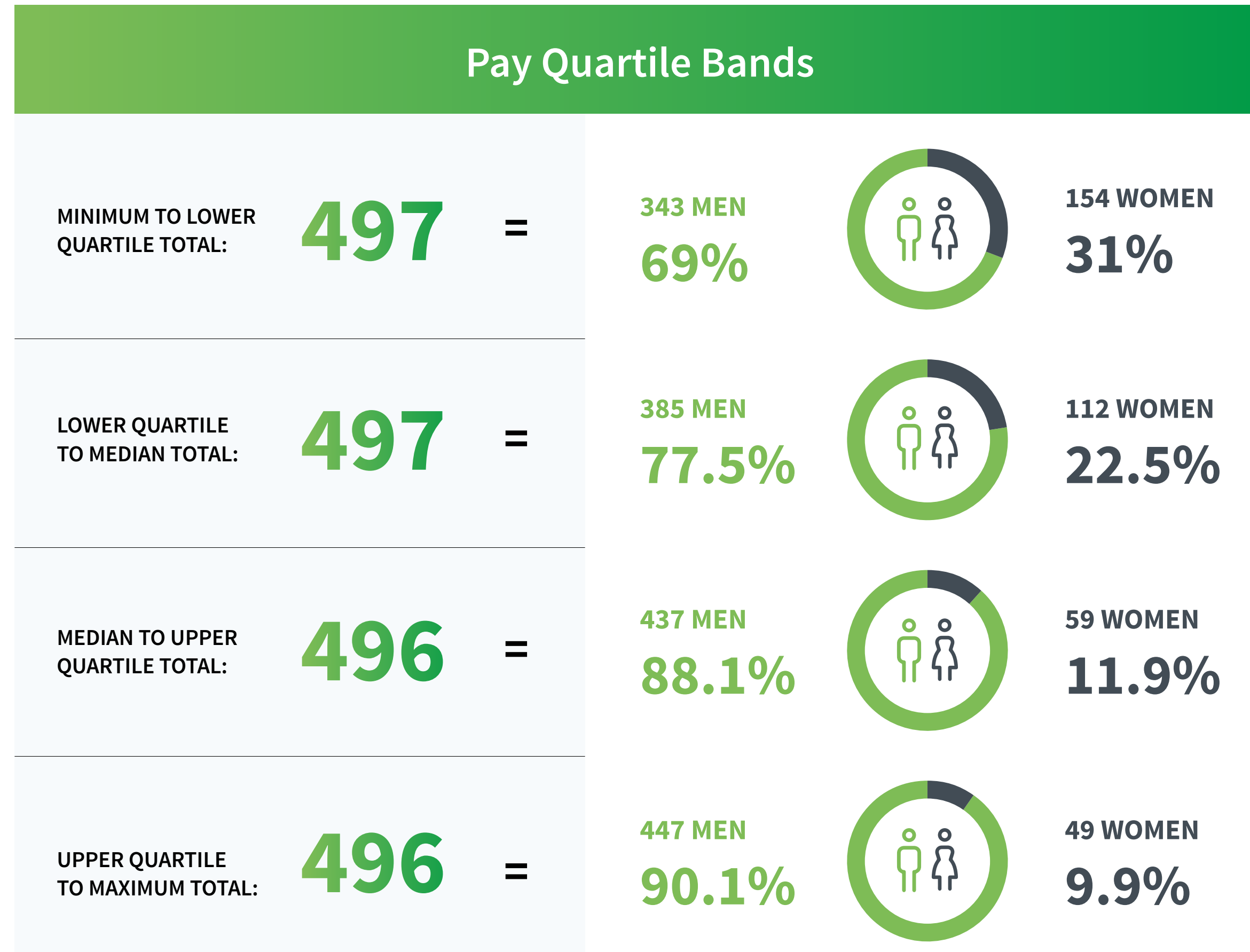


8.4%

of **men received a bonus** in the 2023 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

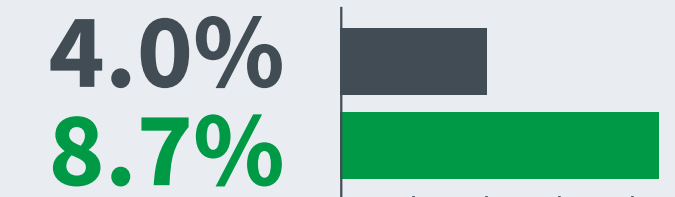


This shows the proportions of men and women employed by Sir Robert McAlpine Ltd in the lower, lower middle, upper middle and upper quartile pay bands.

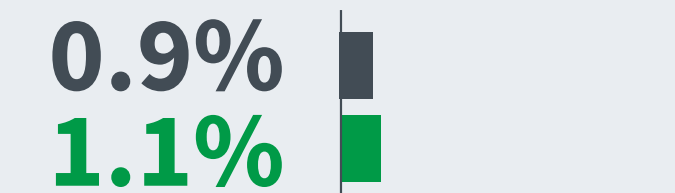
Quartile differences

● Mean gap
● Median gap

MINIMUM TO LOWER QUARTILE



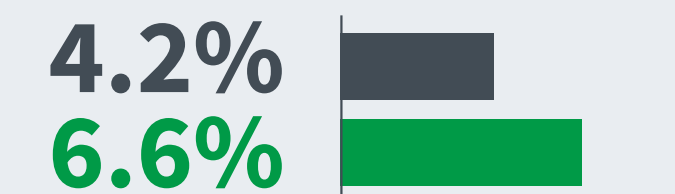
LOWER QUARTILE TO MEDIAN



MEDIAN TO UPPER QUARTILE



UPPER QUARTILE TO MAXIMUM



This shows the mean and median pay gap for each pay quartile band. In the upper pay quartile for example, the mean gender pay gap is 4.2% and the median pay gap is 6.6%.

Understanding our pay gap

with Head of HR, Rachel Leyland



In terms of our Gender Pay Gap, our figures show a slight improvement in our mean and median pay gaps compared with the previous reporting period.

The mean and median pay gaps

have reduced during the period by 1.2% and 0.9% respectively. This means that when comparing mean (average) hourly pay, women's mean hourly pay is 25.2% lower than men.

To calculate this, we add together the hourly pay of all male employees and divide it by the number of men. This gives us the mean (average hourly pay for male employees). We repeat this for female employees. We then take the mean hourly pay for men and subtract the mean hourly pay for women. The result is divided by the mean hourly pay for men and the result is multiplied by 100.

This provides the mean (average) gender pay gap in hourly pay as a percentage of men's pay. The same process is undertaken for the median hourly pay. However, for this calculation the hourly pay at the midpoint (median) of each list is used for the calculation.

Women made up 22% of all employees in the period, which is an increase from 18% in the last reporting period. However, women are not as represented as men in senior positions, and this is what is driving the pay gap.

It is important to separate gender pay gap with equal pay as these are two very different things. We have processes in place to ensure employees receive equal pay for work of equal value.

You can see from the latest set of data that when you look at the gap in each quartile the overall % is much reduced as it is comparing roles within a pay quartile, rather than across the whole company.

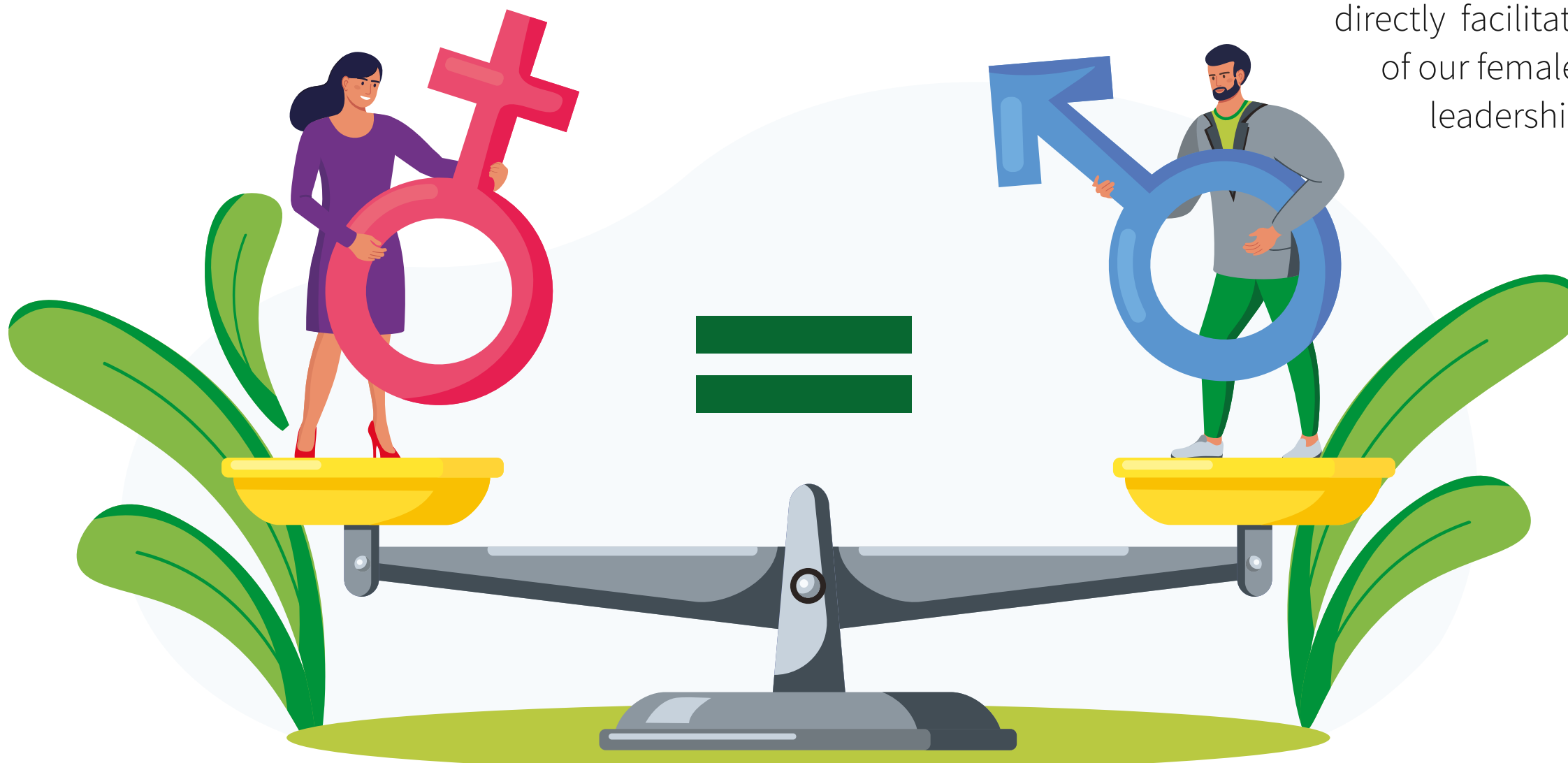


Building an inclusive future

Addressing the gap

We are taking steps to address gender imbalances in our industry as part of our efforts to build a more inclusive future.

Our policies and working practices, as well as the opportunities we offer our people to support their growth and development, are all part of this change as you will see over the pages that follow. We also hear from members of our team, who share their reflections on their careers with us.



Investing in our future leaders

Our partnership continues with Cranfield Executive Leadership, one of the most prestigious business schools in the UK, to deliver our apprenticeship funded Future Leaders Programme.

We are proud to report that the programme's second cohort is **39% female**.

Along with our approach to flexible and agile working, which is helping address some of the barriers traditionally faced by women in the workplace, this programme will help directly facilitate the development of our female talent into senior leadership roles.

"The Future Leaders Programme has been fantastic for my growth and learning, and also for helping me in my previous and current roles. The leadership learning, financial modelling, stakeholder management, and project management modules were particularly valuable in my Project Manager role. For my new role in HR strategy, the horizon scanning, strategic planning and change leadership have been incredibly insightful. I am approaching the end of the course now and am looking forward to achieving, not only a Level 7 apprenticeship, but also CMI Chartered Management status."

Rachael Smith, Head of HR – Strategy and Transformation





Career Spotlight: Senior Digital Construction Manager, Irina Gales

Irina is a Senior Digital Construction Manager currently working on the new Museum of London.

As part of her role, Irina ensures that whatever project she is working on is delivered in line with our client's digital requirements and wider industry standards. Having worked for four years on Phase 3a of Battersea Power Station and having helped deliver the restoration of Elizabeth Tower, she is no stranger to delivering high profile projects.

Irina studied Architectural Technology and Construction Management at university in Denmark, a degree that was evenly split between the Architecture and Engineering sectors, focusing on the use of technology throughout the construction lifecycle. During that time, she completed an architectural internship and gained experience working with Building Information Modelling (BIM) in the UK.

Whilst she knew she'd be involved in the built environment in some capacity, Irina didn't initially see herself becoming a digital construction manager.

"When I chose my degree, I guess I had a view of myself being more into the architectural side than the construction one, but as I spent more time working in the architectural industry, I realised that I was more drawn to construction,"

she says.

Having spent the last few years co-chairing our Gender Affinity Network, a group set up to ensure all genders are treated fairly, feel included and are respected, Irina is actively involved in ensuring

that women have access to the support they need to do their jobs. This year the group have been working on issues including developing a more structured 'return to work' process, after any type of prolonged leave.

Now expecting her first child, Irina is looking ahead to her own family leave. A temporary step away from her day to day job to focus on another important role is something she's both excited and nervous about.

Having chatted to her team she feels supported to do what works for her.

"Thankfully I'm working on a long-term project with an incredibly supportive team who are happy for me to take the time I need."

Irina acknowledges that the sector is still heavily male dominated but is positive about the progress being made to improve the gender balance. She recognises a shift from when she joined the industry to now.

"When I first joined, as a young woman who isn't from the UK, I'd often look around and feel a little bit out of place. But now, I work with lots of women and people of different nationalities. Working with a mix of people brings new ideas and perspectives, which gives us all a little more self-awareness as to how we behave and how we talk."

Asked if she would recommend a career in construction to her daughter, Irina says:

"Yes, absolutely. I'm keen for her to see me in a role that I love and therefore motivate her to fearlessly pursue any opportunities that are out there, independent of any society biases. I look forward to this new chapter in which I'm sure she will teach me lots that will enable me to come back to work with a whole new set of skills."





Career Spotlight: Senior Design Manager, Emma Shakespeare

Emma is currently the Senior Design Manager on our Tolworth Hospital mental health care project in south London. Healthcare is a sector she's become immensely passionate about since moving from residential where she spent the first part of her design career.

Emma explains:

"I get a lot more back from working within this sector. I've worked on several mental health facilities now and it's really inspired me to get involved in other ways. I've done my Mental Health First Aider training and not only have I found value in being able to help in that capacity, but I think it's also given me more insight into mental health and will inform how I work."

Following her A Levels, Emma completed a HND in Civil Engineering, before going on to complete a degree in Construction Management.

Not one to shy away from new opportunities, she joined the Territorial Army and left her job to go to Bosnia for six months. Part of a UN Peacekeeping deployment, she travelled with the Royal Engineers, not in an engineering capacity, but to work as a Media Ops Officer.

Following her return from Bosnia, Emma resumed her career in the industry as a Package Manager.

Emma joined us in 2011 but found juggling a busy career with the pressures of having two small children a real challenge.

"Back then flexible working wasn't really a thing, so I was juggling pick-ups and drop offs. I found working full time, balancing childcare and not seeing my children, incredibly stressful."

Emma is pleased to see the positive changes like flexible, remote and compressed working, that have been introduced over the years to support working families and help people achieve a better work/life balance.

Emma's career path eventually led her into Design Management and last year, she won the Technical Excellence Award at the 2023 CN & NCE Inspiring Women in Construction and Engineering. When asked about her award she says,

"It's great to be industry recognised for all the upfront hard work that goes into developing complex designs of façades and other challenging design aspects of our mental healthcare hospitals. This includes ensuring that the expectations of all stakeholders are

satisfied along with all the other compliances that we have to attain."

Emma is currently completing a Masters in Façade Engineering and as part of her dissertation, she is focusing on mental health facilities facades.

Her advice to other women is

"Don't feel guilty about seeking out opportunities for yourself and asking for what you want. You may have to compromise on something but that's ok, just decide what that thing is."





Career Spotlight: Digital Construction Manager, Sassi Stark

Sassi is a Digital Construction Manager on our Kingsway Hospital project in Derby. It's a career which is quite a leap for someone who had originally set their sights on working in the fashion industry. But just one day into her fashion degree, Sassi decided to switch to Architectural Technology.

"I didn't feel like I fitted in in fashion. I swapped immediately and haven't looked back."

After completing her degree, she gained experience at a few companies, where she was responsible for onsite surveying work and layouts for housing developments. During this time, she discovered her passion for BIM.

Sassi joined Sir Robert McAlpine in 2021, working with the team at One Centenary Way in Birmingham, where she was involved in some of the more innovative aspects of the project. Today, Sassi is working at Derby Kingsway, as part of our IHP healthcare joint venture with VINCI Building. She oversees all things digital, be it virtual walk throughs, clash detection, digital handovers, or weekly site progress capture.

Sassi is also the lead for social value activities across the project, taking on opportunities to speak at local colleges, careers fairs and getting involved in industrial events where there's an opportunity to further digital construction and bring more people into the sector.

This new responsibility, alongside managing a Graduate Construction Manager, is something Sassi takes in her stride.

"It's really rewarding for me to be able to share my experience and be a part of someone else's development. I've been fortunate enough to have some great managers, so I hope I can be that for the people I work with."

A natural leader, Sassi recently led a campaign to help reduce anti-social behaviour within her local area. From starting a petition to actively rallying support and presenting it to the local council, she was instrumental in delivering change. Now, she's looking forward to continuing work within her community and encouraging more people to visit it.

"My local area has a lot of green space that wasn't used because the roads around it were littered, over-occupied and undesirable. I'm excited to see an improvement in the area that will enable more people to benefit from the natural beauty within it."

Looking to the future, she's keen to continue her studies and work towards her chartership all the while continuing to drive social value initiatives on her projects. Sassi feels strongly that more women should believe they can have access to careers within the sector, and she's committed to doing whatever she can to open the door for others.



Upskilling our managers

Our Management Development Programme provides managers with the key essential tools and practical skills necessary to support the performance and development of their teams.

We currently have 33 delegates completing the programme, of which 11 are female.

Affinity networks champion inclusion

We know how important achieving the right balance between our personal and professional lives is. We are proud of our family-friendly policies, flexible working arrangements, and the opportunities we provide people of all genders to take career breaks.

Our seven Affinity Networks and our Employee Network champion our inclusive culture, making sure everyone in the business has a voice and is heard at senior level.

Family leave policy

Our Gender Equality Affinity Network has championed the review and successful implementation of a revised Family Leave Policy. The policy now has a reduced claw back period. The Network were also instrumental in the introduction of our Wellbeing Policy.



Supporting wellbeing and gender equality

Towards the end of 2023, we updated our Wellbeing Policy to further support gender equality within our workplace. The guidance addresses aspects of women's health and support, including managing menopause, period dignity and pregnancy loss.



Chief People Officer Karen Brookes says:

“An adjustment that’s helped with one scenario isn’t necessarily going to be appropriate the whole way through. It’s helping line managers understand they need to have regular dialogue with the individual. Sometimes it’s just being able to talk and having a safe space. I try to say to line managers: one size fits one, don’t assume that a standard approach will work for everybody. Have the dialogue and try to get something that meets business needs but also helps the individual get where they need to get.”



Everyone is welcome

Bringing some balance to the industry

Year on year we see a small increase in the diversification of our sector. We know that change takes time and are fully committed to taking steps, no matter how long it takes, to improve our offering so that more women feel excited to join our business and have long rewarding careers with us.

We know that the numbers are changing – albeit slowly – but we also know how important it is that we fully understand the experiences of the women who work with us and listen to what they need.

Supporting awareness campaigns

We continue to support national awareness campaigns such as Inclusion Week and International Women’s Day and are a proud headline sponsor of the Women Leaders Association annual conference. In the last year, we’ve funded several projects targeting young girls seeking access to careers within STEM (Science, Technology, Energy and Maths).

Our people have taken part in careers events, mentoring programmes and we’ve donated our time to causes in areas local to our projects, providing learning opportunities and increasing access to the industry.

Our corporate website and growing social media channels provide a fantastic opportunity to promote careers in construction for women all year round. Our International Women’s Day (IWD) and National Apprenticeship Week (NAW) campaigns allowed the opportunity to shine the spotlight on various women within the business at different stages of their careers. For IWD, Project Director, Nicky Rance, spoke to Construction News to share her career highlights, whilst our campaign for NAW saw Design Apprentice, Florian Lawrence share her own engaging ‘day in the life’ content across our channels.

Profiling people who are in different stages of their careers, from graduates to project directors, gives us a chance to show the variety of roles available and the real people behind our projects.



Left to right: Rachel Leyland, Sandra Pinnington, founder of the Women Leaders Association, and Louisa Fallon accept the Shine Award for ‘People & Talent Innovators of The Year’

Everyone is welcome



Design Apprentice, Florian Lawrence

Florian's day-to-day role is varied and, for the most part, consists of assisting design managers with mark-ups and providing comment on drawings. She defines and reviews scopes, identifying

where there is insufficient information for works and communicating with a wider team to complete the design requirements.

Through her apprenticeship, Florian has been able to develop her communication and teamworking, communication and organisational skills.

“We know that by taking care in the way we design and build we can make a significant positive contribution to local economies and environments. Part of my job is to ensure that what we build today is fit for the future. Our buildings will outlive us so it's important that the legacy we leave when creating them is a positive one.”



“Being a visible, successful woman in construction is a positive. It's hard to be what you can't see, and we need more women coming through so that those behind them can understand that the career they want to pursue is possible.”

Nicky Rance, Project Director

Fair recruiting

Our recruitment team keep all CVs blind during the recruitment process. That means none of the CVs we share with our hiring managers contain any personal information which refer to the applicant's gender, age or ethnicity. They also 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.

Our Social Value Managers are another important part of our recruitment process. Their role within the communities that we work in put them in the perfect position to advise on the right avenues to target when looking to attract a diverse pool of talent.

In previous years this has included partnering with organisations

including Gradcracker, Not Going to Uni, the Government initiative Find an Apprenticeship and Talentview. We also continue to work with the Construction Youth Trust to help us attract talent from a range of backgrounds.



Inspiring future generations



To help improve the diversity, and specifically the gender balance of our business, we know we need to continue challenging preconceptions about working in construction. It's one of the reasons we've partnered with Construction Youth Trust and British Land. Launched last year, **Broadgate Future Talent** is a collaborative five-year project to create new apprenticeship pathways for young Londoners.

The vision of Broadgate Future Talent is to introduce young people from the City's neighbouring communities to all aspects of the built environment sector, to inspire them to consider working in an industry with huge skills need, to support them to develop their employability and to connect them with life-changing career opportunities.



Carol Lynch, Construction Youth Trust CEO, said:

"We expect Broadgate Future Talent to engage 500 young people from low socio-economic groups each year. Through the delivery of inspiring sessions in schools in Central London Forward boroughs, as well as immersive world-of-work experiences and support from our coaches and industry mentors, we will tackle hidden barriers and many young talents will achieve their career potential as a direct result of this project."



Neil Martin

CEO, Sir Robert McAlpine

There's a great deal of work being done to promote gender equity across our business and ensure all employees are given the right support both in and outside of work.

We continue to look at ways to ensure we have full representation at all levels of the business.





Proudly building Britain's future heritage

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