

Gender Pay Gap Report

2024

**Sir Robert
McALPINE**



Perseverance is key to driving change

A statement from Chief People Officer, Karen Brookes

Whatever your gender identity, at Sir Robert McAlpine we believe you should have access to the full range of exciting and fulfilling career opportunities construction has to offer.

There is no question that we need greater gender balance at all levels of our industry, but in a sector that has historically been so male-dominated, delivering on that ambition is going to take time and persistence.

We stand by our conviction that there are no gender-specific roles in construction and remain committed to doing all we can to reshape the industry along more equitable lines.

It is important to stress that we pay equal salaries for similar roles, irrespective of gender. The gender pay gap relates to a lack of gender diversity at senior levels, which is an issue we are working to address.

Long-term change, however, does not happen overnight and the numerous measures we are taking to close the gender pay gap, some of which are detailed in this report, will take time to have an impact.

Whether through taking on a more balanced early careers cohort or providing our women with the development

and support they need to progress to senior levels, we will continue to work towards achieving greater female representation at all levels within the business.

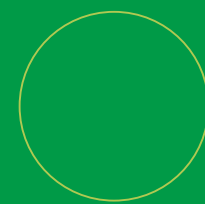
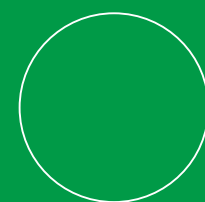
It's a transformation that can't happen quickly enough.

So, whilst our figures show a slight improvement in our mean and median pay gaps against the previous reporting period, reducing by 1.9% and 1.5% respectively, we remain deeply frustrated at the pace of change.

If anything, this only reinforces our determination to drive long-term meaningful change and contribute to a more inclusive and representative industry that reflects the communities we serve.

We will continue to take every opportunity to drive that change and create a work environment in which everyone can contribute, feels valued and can thrive. It may take time, but with perseverance and focus, we will create a more inclusive and diverse industry with a reduced gender pay gap.

Karen Brookes
Chief People Officer



Our gender pay details at a glance

Our pay gaps

MEAN GENDER PAY GAP

23.3%

MEDIAN GENDER PAY GAP

29%

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 2024.

Our bonus gaps

MEAN GENDER BONUS GAP

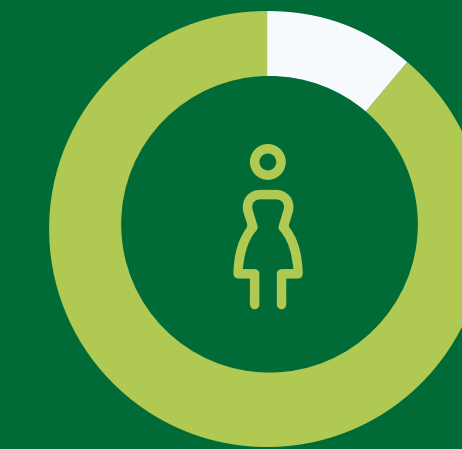
26.8%

MEDIAN GENDER BONUS GAP

40%

This shows the difference between the bonus payments made to relevant men and women in the year 2024.

Proportion of our people receiving a bonus



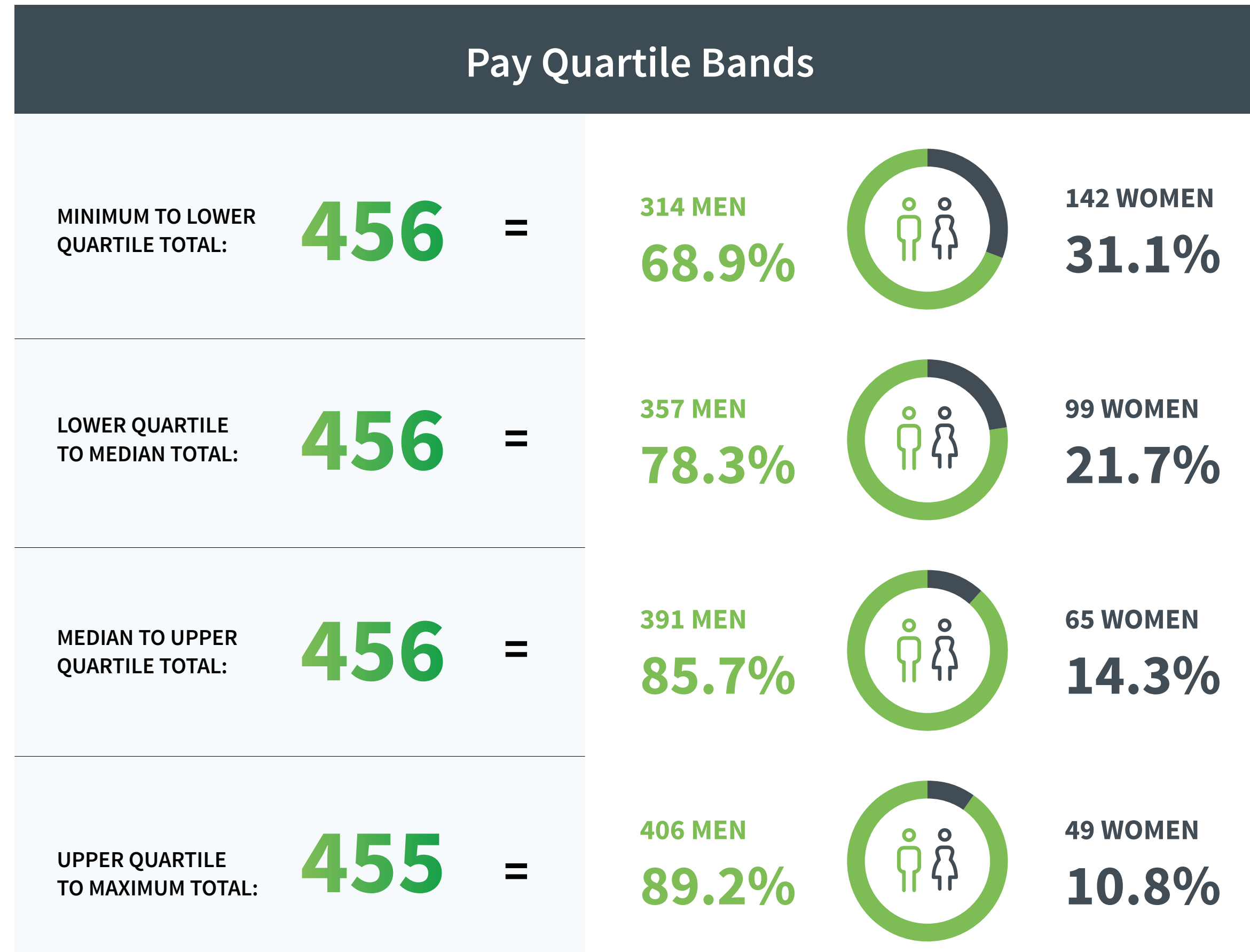
11.2%
of **women received a bonus** in the 2024 financial year.



17.6%
of **men received a bonus** in the 2024 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

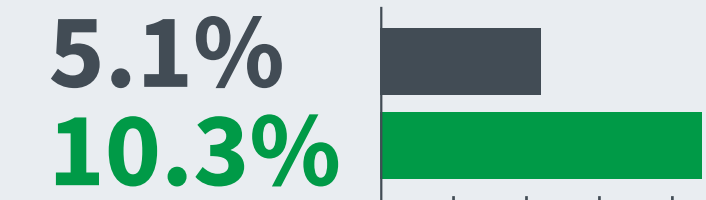


This shows the proportions of men and women employed by Sir Robert McAlpine Ltd in the lower, lower middle, upper middle and upper quartile pay bands.

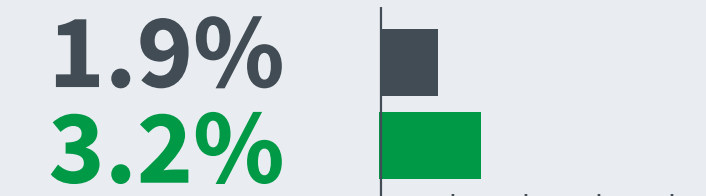
Quartile differences

● 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 -0.2% and the median pay gap is -2.3%.

Understanding our Gender 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 1.9% and 1.5% respectively. This means that when comparing mean (average) hourly pay, women's mean hourly pay is 23.3% 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 19.5% of all employees in the period but 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.



Addressing the gap

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

Developing the leaders of the future

We are working to provide our female talent with every opportunity to progress through the business.

Our ongoing partnership with Cranfield Executive Leadership, one of the UK's most prestigious business schools, enables us to deliver our apprenticeship-funded Future Leaders Programme. Since its inception, 30% of the programme's graduates have been female.

Additionally, our Management Development Programme, designed for new and aspiring leaders, has seen a significant increase in female participation, with 31% of recent participants being women.

Attracting more female talent into the business

We are working to bring more women into the business as part of our work to encourage young women into careers in construction.

A total of 27% of our early talent cohort are female, which is progress compared with the 20% female representation across the company.



Promoting from within

Providing opportunities for women to progress into senior roles is key to addressing the gender pay gap.

Kelly White is our Head of Bidding, responsible for overseeing the collation, production, pricing and timely delivery of all of our bids and tenders.

Kelly first joined the company in 2012 working as part of our then Wales and West team. Having honed her skills on bids for public and private sector projects across a wide variety of sectors, she was ready for a new challenge.

When the role of Head of Bidding became available, Kelly's depth of experience and proven capabilities made her the natural choice for the role.

"It's refreshing to be given the support and opportunity to grow and develop my career without having to look outside of the business I've invested so much into."

Kelly White
Head of Bidding



Promoting from within

Siobhan Nevin is our HR Director on the Align JV project, responsible for all HR, resourcing, EDI, labour, skills, employment, education and learning and development activities on the C1 section of HS2.

Siobhan first joined the company in January 2019 as HR Manager on the project. During her time with the team, she has worked closely with our client, HS2, and built strong relationships with our joint venture partners, delivering positive and lasting legacy outcomes for the workforce.

Her skills, experience and proven capabilities, along with her in-depth project knowledge, saw her well-deserved promotion to the role of HR Director in 2025.



Showcasing success

We take every opportunity to promote the achievements of women within our team, both inside and outside the organisation.

This year we celebrated Principal Engineer, Claire Crompton, who received the Diversity, Equity and Inclusion Excellence Award at the Women Leaders Association's (WLA) Shine Awards and Senior Design Manager Joanna Kuzelewska, who was crowned "Best Contractor" at the European Women in Construction & Engineering Awards.



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Senior Design Manager Joanna Kuzelewska, was crowned "Best Contractor" at the European Women in Construction & Engineering Awards.

We used International Women in Engineering Day, International Women's Day and National inclusion Week to proudly shine the spotlight on the remarkable contributions of our female engineers to various projects across the UK.

Giving voice to a range of colleagues across a variety of disciplines, from graduate engineers to sustainability leads, design managers and project managers, we were able to share their construction journeys and promote inclusive working practices.

Unconscious bias training

Everyone has a role to play in creating a more equitable working environment. That's why this year we rolled out our unconscious bias training. Understanding and addressing our unconscious bias is key to driving inclusion because the preconceptions we hold can impact our behaviours and the way we interact with others.

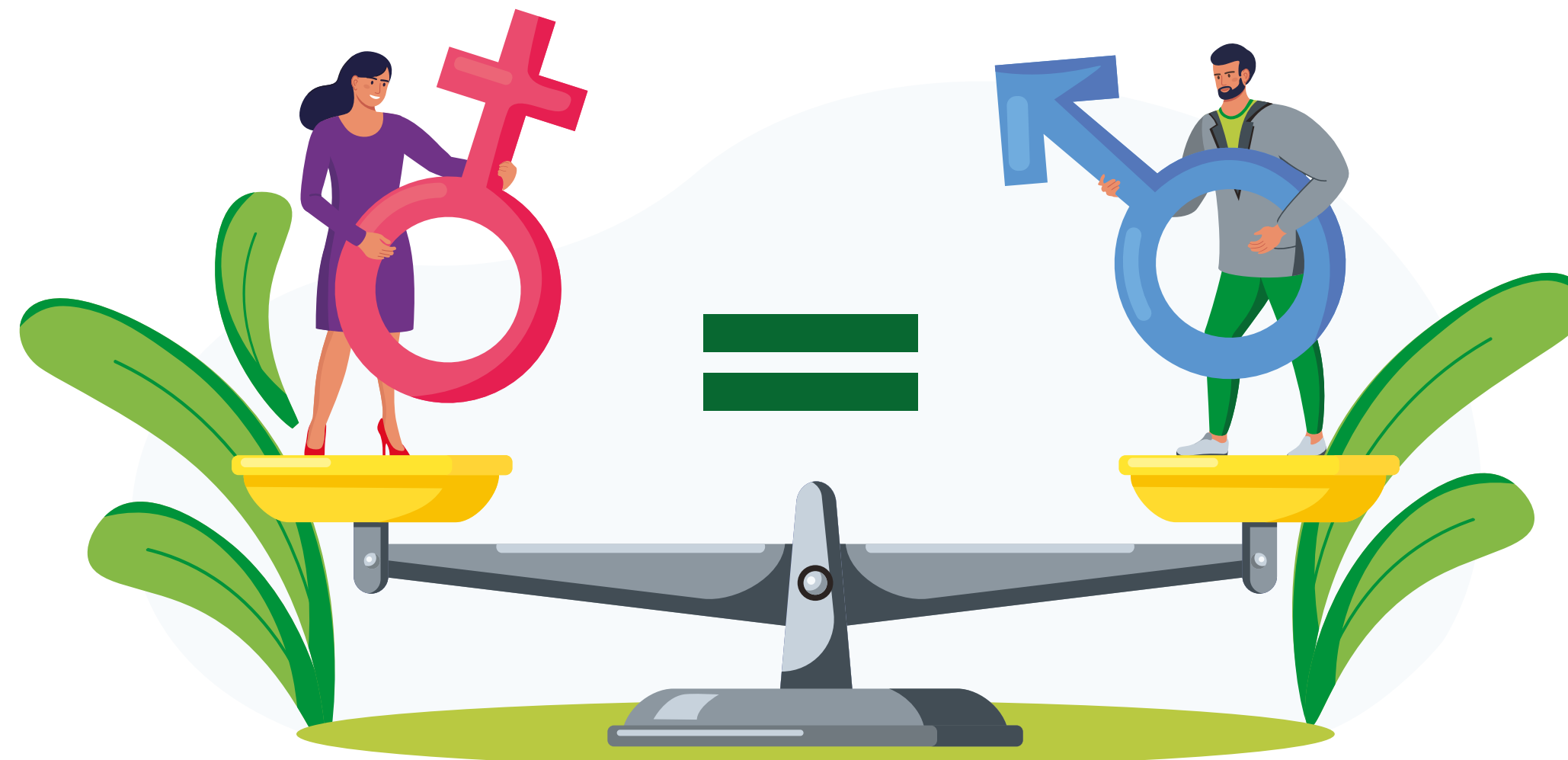
Gender Equality Network delivering change

Our Gender Equality Network (GEN) has made significant strides this year, supporting our commitment to being an inclusive workplace where everyone can thrive.

In co-ordination with our other six Affinity Networks*, the GEN Network aims to create a more equitable working environment by:

- ✔ Driving awareness of gender equality issues and opportunities
- ✔ Advocating for policies and initiatives that support people of all genders
- ✔ Providing guidance and resources to empower employees and improve retention, recruitment and career progression

*Our Affinity Networks also cover: Ability, Cultural Diversity, LGBT+, Social Mobility, Stages and Working Families.



A year of achievement

This year, the network has focused on delivering:

Wellbeing guidance: launching comprehensive guidance covering menopause, period dignity and pregnancy loss, providing support for employees during key life moments

Returnee support: developing enhanced guidance for employees returning from extended time off, including sabbaticals and family leave

Inclusive PPE: securing the company's commitment to the Inclusive PPE Charter, ensuring comfortable and well-fitting PPE for all employees

Period dignity: trialling Grace & Green hygiene products across six projects with a focus on inclusivity and gender-neutral messaging

Women's workshops: securing funding for a series of empowering workshops on topics such as menopause, DIY and personal safety, launching in 2025

Inclusive library: introducing a curated collection of books reflecting diverse perspectives to spark dialogue and learning

Unconscious bias training: supporting the company-wide rollout

Site visit to the London Museum: organising an Affinity Networks site visit to celebrate best practice and collaboration across networks

Neil Martin

CEO, Sir Robert McAlpine



Whilst we are proud that we have equality of pay for senior roles irrespective of gender, our focus is on promoting gender equity and providing a supportive working environment that opens up opportunity for all.

I am confident that this approach will ensure we attract more female talent at all levels, helping us close the gender pay gap while building a more representative industry.





Proudly building Britain's future heritage

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**Sir Robert
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