



Sir Robert M^cAlpine Gender Pay Gap Report 2017



Ed M°Alpine
Executive Partner, Sir Robert M°Alpine.

“I am pleased to be able to share with you Sir Robert M°Alpine's Gender Pay Gap Report.

The pay gap results reflect what is recognised as an industry-wide issue and the reasons for this are explored within the report.

Family is a core enduring value at Sir Robert M°Alpine. As a family, we value and celebrate the differences that make each of us unique. At Sir Robert M°Alpine, we are sure that diverse teams are richer, more creative and productive.

We have always been committed to driving progress in the construction sector and we have done this through engineering excellence and innovation.

We are now driving progress through our commitment to developing an equal, diverse and inclusive workforce.

We have committed to an ambitious journey to significantly improve Equality, Diversity and Inclusion (EDI) across our business and the wider industry.

As part of our EDI strategy, we have a number of initiatives in place that have contributed to the progress that we have made to date. We know there is much more to do and we are absolutely committed to delivering change within our business.”

Introduction

Since 1869, Sir Robert M^cAlpine has been responsible for some of the most iconic buildings and structures in the country, from the Glenfinnan Viaduct on the West Highland Railway to the Olympic Stadium, a modern masterpiece of design and engineering, which became the centrepiece of London's hugely successful 2012 Olympic Games.

Through the application of the latest techniques and innovation, we have consistently pushed the boundaries of engineering and, in doing so, have helped to drive the industry forward.

None of this would have been possible without the skills, flair, courage and commitment of our workforce, who have always been, and will remain, the backbone of our success.

In the nearly 150 years since a young Robert M^cAlpine founded his building company in the North Lanarkshire village of Newarthill, the industry has changed out of all recognition.

However, construction today is facing a new challenge.

The lack of diversity in our workforce – specifically the number of women entering the sector and in senior roles – is starting to hold the industry back. Shockingly, in 2018 women represent just 13% of the construction sector.



Introduction

There is an acknowledged skills shortage and the industry is reliant upon overseas workers to provide the necessary expertise and experience. With Brexit on the horizon, this situation is only going to become more acute.

The solutions are clear – we need to provide young women with access to the best STEM education possible so that they possess the skills the sector will require for the future; we need to ensure female school leavers and graduates actively consider a role in construction; and we must increase flexibility in roles, allowing both men and women to take career breaks and fit their professional lives around their personal lives. We must also support the development and appointment of more female leaders and ensure adequate role models for the women in our talent pipeline.

Sir Robert M^cAlpine is committed to building on its proud heritage of foresight and innovation to create a more inclusive sector and encourage a more diverse industry workforce.

“We welcome the gender pay reporting initiative which lifts the lid on inequality within the workforce and encourages major players in a sector to work together to address industry-wide inclusion challenges.”

Paul Hamer, Sir Robert M^cAlpine Chief Executive



Our gender pay details at a glance

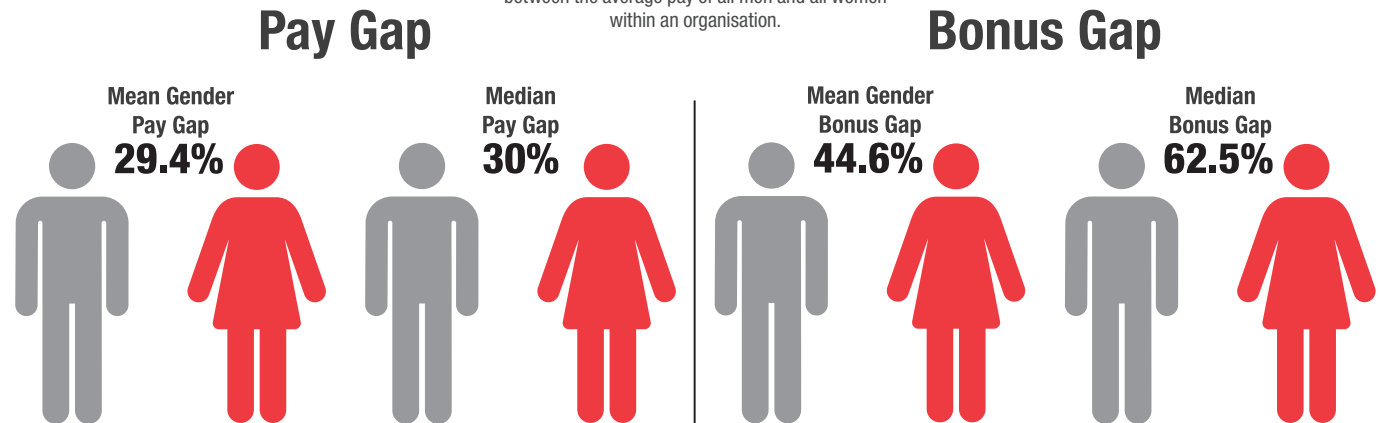
Our analysis of the Sir Robert M^cAlpine Ltd workforce demonstrates that, in line with the rest of the industry, we employ significantly more men than women at every level of the business and across all pay grades.

Our analysis of comparable roles reveals that we reward men and women fairly for similar work. However, the lower representation of women at senior levels within the organisation skews the results and opens up a gap in pay levels between men and women.

Sir Robert M^cAlpine is working hard to address the gender pay gap.

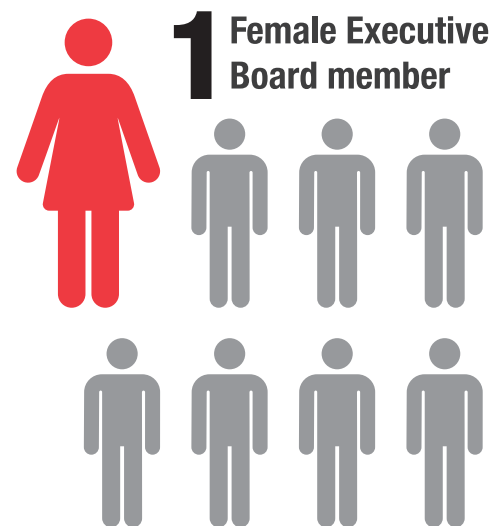
As an industry leader, we recognise that Sir Robert M^cAlpine has a responsibility to do more to address the issue of gender balance and remove the issue of gender pay forever.

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

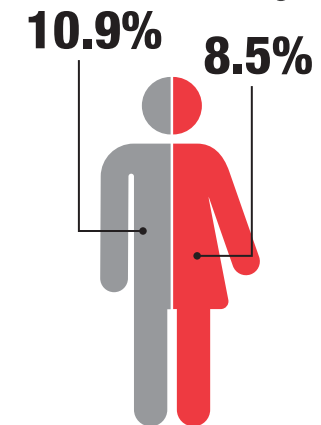


This shows the mean and median difference in the fixed hourly earnings between men and women who work for Sir Robert M^cAlpine Ltd as at April 5th 2017.

This shows the difference between the bonus payments made to relevant men and women in the year 2017.



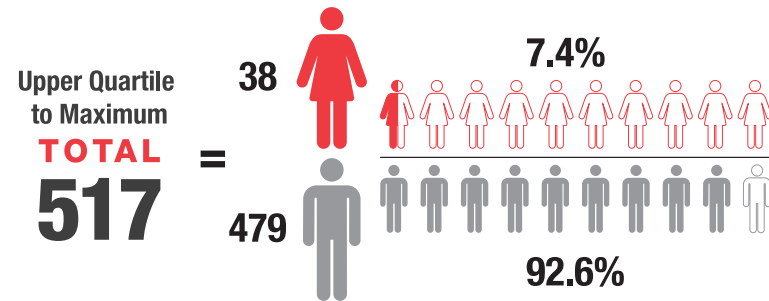
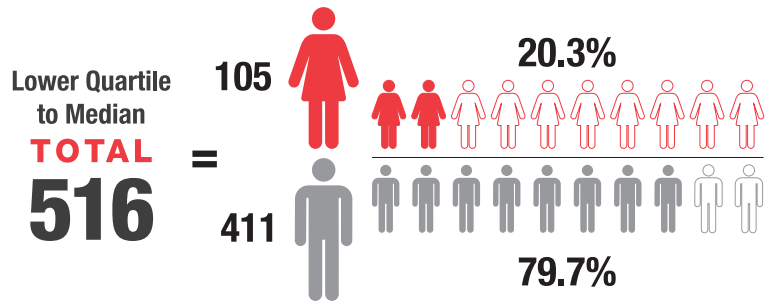
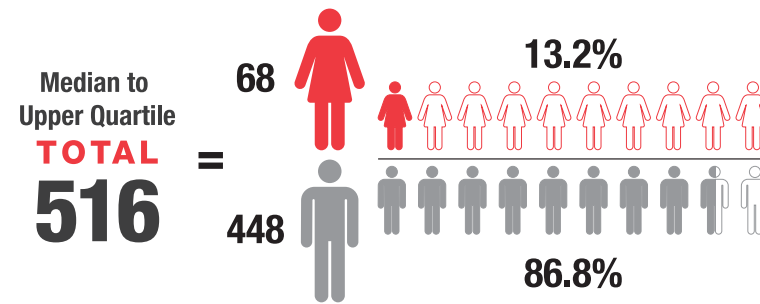
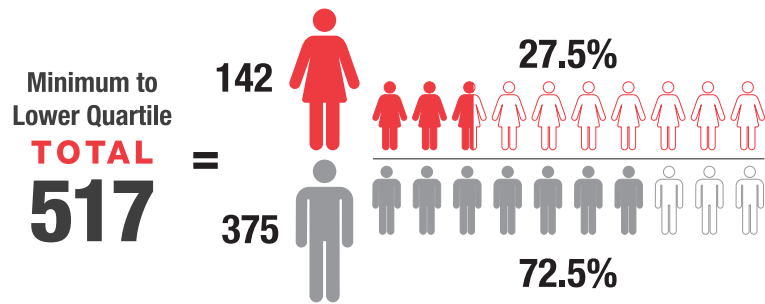
Proportion of Staff Receiving a Bonus



This shows the proportion of men and women who received a bonus in the 2017 financial year.

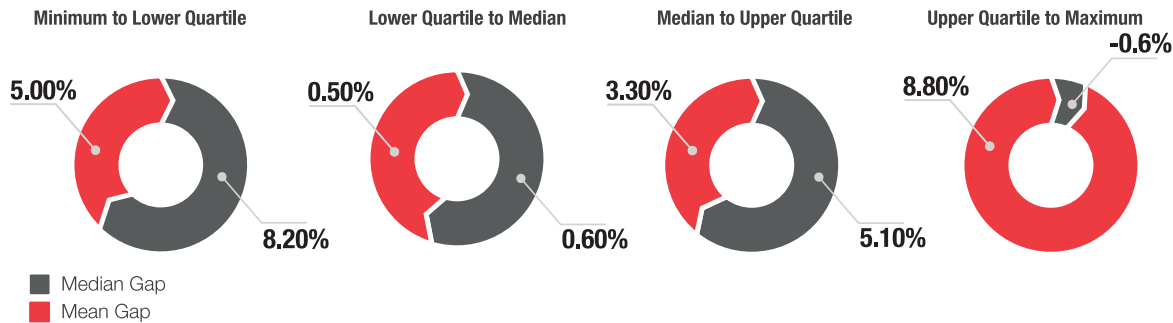
Our gender pay details at a glance

PAY QUARTILE BANDS



This shows the proportions of men and women employed by Sir Robert M^cAlpine 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 5% and the median pay gap is 8.2%.

Taking action to build an inclusive and diverse workforce

We have developed an ambitious range of initiatives designed to encourage more women and other under-represented groups into the industry and provide them with the career development and flexibility to retain them long into the future.



Reflecting and supporting our core value of family, our EDI strategy touches every part of our business and all our operations – from project sites to the Executive Board room.

Our vision is to create a business where everyone can thrive. Where people are respected and treated fairly. Where people are supported and rewarded for their efforts. Where our people have role models they can relate to and where we proactively lead the industry on becoming truly equal, inclusive and diverse.

Designed to ensure diversity is woven into the fabric of everything we do, this strategy is delivered through a range of separate initiatives including:

Schools outreach programmes

At many of our sites we are working with local schools and helping pupils get excited about the range of roles that the construction industry offers. Our experts are working with science and maths departments to demonstrate how theoretical skills can be implemented. We are sending digital construction specialists into schools to train computer students in the basics of design modelling. We are talking to geography and social science classes about sustainable development and the advances in environmental protection that are being driven by the industry.

And we are offering on-site days to all pupils to help young people get a sense of what opportunities there are within our sector.

Encouraging and supporting young people to explore construction as a career path is a cause we have always championed, so much so that our leadership team of the time was integral in the founding of the Construction Youth Trust in 1961.



“Our outreach work has unfortunately confirmed that there are many women and girls who don’t believe a career in construction is for them. One of the most powerful things we do to inspire change in this area is to provide female role models - engineers, quantity surveyors and other professionals – to highlight the wide variety of careers available within the industry and to inform on potential careers routes. My experience has shown me that our industry needs to do so much more to promote construction as a viable career for women and I’m delighted that Sir Robert M^cAlpine is confronting this head on.”

*Liz Waters, Communications and Community Manager
Broadgate Redevelopment Framework, Sir Robert M^cAlpine.*

Taking action to build an inclusive and diverse workforce

Inclusion workshops and training

Working with [WISE](#) and Skills 4 Ltd, we have developed a programme designed to attract more talent from the Black and Minority Ethnic and LGBT communities. As well as providing information and recruitment through community channels, we have a programme of workshops for existing employees to overcome unconscious bias and to ensure a working environment where everyone feels welcome and accepted. In addition, through Leadership and Management Development programmes, we are building our capability to manage intergenerational teams.



Taking action to build an inclusive and diverse workforce

Flexible working

We are a family business and treating our colleagues like family is part of the M^cAlpine way; in fact, it is one of our core values. That means we take respecting our people and the balance between their personal and professional lives very seriously. We offer our employees flexible working arrangements through our family friendly policies. Examples of flexible working practices include part-time working and job sharing.

**At Sir Robert M^cAlpine we pay the same amount
for equal roles regardless of gender**

SAME JOB SAME PAY



Taking action to build an inclusive and diverse workforce

Leadership and role models

We believe in the concept that 'if you can see it, you can achieve it'.

To help encourage diversity at senior levels, we are increasing the visibility of our own female leaders and challenging stereotypes by ensuring we showcase the women on our sites who are successfully fulfilling roles that some would have thought traditionally male. We stand by the fact that there are no male or female roles, only people and their individual capabilities.

We currently have one female Executive Board member, Karen Brookes, and a strong pipeline of future female leaders being recruited and developed across the business.

Our Executive Board and Senior Leadership Team are already acting on their commitment to encourage more diversity at senior levels through their involvement in our programme of personal mentoring. Chief Executive Paul Hamer is currently mentoring three of our people to become leaders for the future, two of whom are female.

We support each person to achieve their ambitions and fulfil their potential.



"I have been supported by Sir Robert M^cAlpine throughout my career, from student engineer to project director. Now that I am in a leadership position, I am committed to creating an inclusive project environment where everyone is supported in their development and given the opportunity to take on new challenges."

Alison Cox, Project Director, Sir Robert M^cAlpine.

Taking action to build an inclusive and diverse workforce

Health and wellbeing

In addition to family friendly policies and flexible working we have taken positive action to target bullying and mental health. Our employee assistance programme enables each of our people to seek support when facing challenging issues at home or in work. Listening to our employees is critical so we actively encourage feedback and honest dialogue to help us target any issues and support our people.

Attracting a diverse group of employees

The Executive Board is supporting a radical new approach to how we attract and assess talent, including the creation of a new Employee Value Proposition. This means rethinking how we communicate our career opportunities to incoming talent, the language we use and the places we advertise.



Taking action to build an inclusive and diverse workforce



***Karen Brookes**, Sir Robert M^cAlpine's newly appointed Director of People & Infrastructure has overseen the development and implementation of the firm's new People Strategy.*



"As we approach our 150th anniversary, we have an opportunity to break the mould of how things are done in the UK construction sector. We are committed to diversity and inclusion in all parts of our workforce and we have an opportunity to create a truly diverse meritocracy: one in which we welcome talent from the widest possible pool, who will have the opportunity to advance based solely on their capability and competence. As an employer, we have a duty to provide the right culture, support network and learning and development to make this happen. Gender pay reporting provides us with a real focus and an opportunity to do things differently. I intend to make the most of this."

Taking action to build an inclusive and diverse workforce



Paul Hamer, Sir Robert M^cAlpine
Chief Executive

“We are incredibly excited at the prospect of seeing our business become more diverse and inclusive over the coming years, and we are proactively facilitating that change at pace. The gender pay report is one piece of the EDI picture and helps demonstrate our industry’s, and our own, current lack of senior female leaders. I am reassured to note that we pay the same amount for equal roles regardless of gender and I am encouraged by the changes that we are beginning to see at a senior level. Sir Robert M^cAlpine will become an industry leader for diversity and inclusion and I look forward to being part of the team that achieves this much-needed change, one which will have benefits to our sector for generations to come.”



The data in this document is accurate and in line with Government reporting regulations.

Paul Hamer
Sir Robert M^cAlpine Chief Executive

Karen Brookes
Director of People & Infrastructure

Edward M^cAlpine
Executive Partner