



# REACH

Our inclusion journey

December 2021

Sir Robert  
**M<sup>c</sup>ALPINE**

# EVERYONE IS WELCOME

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01

# OUR JOURNEY

## Executive summary

### Our inclusion journey started a long time ago and is far from over.

**Publishing our first Inclusion Report is a big milestone, as it both highlights the progress we have made as a company and shines a light on what we need to do better.**

We aim to be the 'Best Place to Work' and have made great strides in implementing policies to make this a reality.

Our gender-neutral family leave policy is a great example, particularly as that became a permanent policy on consultation and with advocacy internally via our Gender Equality Affinity Network.

Our Seven Affinity Networks provide a place for this type of discussion and consultation and will continue to play a part in our growth and evolution as an ever-more inclusive business.

In terms of data, we have work to do. Our reporting at present, is binary, and our gender split is indicative of the wider industry, being predominantly male. We won't change these statistics overnight, as they require active and deliberate responses as we continue moving the needle closer to parity.

Our recruitment processes have seen positive change, and with our Beyond 1% Podcast, we are sharing the experiences of women in construction.

This continues to recognise and showcase the variety of pathways and roles available to women and puts real faces and voices to our people who work on-site and off-site.

We recognise we lack data on a broader range of demographics including disability, LGBT+, and race. This isn't a revelation, and by our next Inclusion Report, we aim to have taken further steps to address this so we can give a more concise breakdown across the business.

From a social value perspective, our partnerships show depth and breadth. Our long-term relationship with Maggie's, our recent partnership with the British Paralympic Association, and the work of our Charitable Giving Committee are all shining examples of this. From the 150 Grassroots campaign to our Strong Foundations Grants, our people are actively involved in giving back to the local community.

Our family values drive our commitment to making a positive impact on society, as we continue to proudly build Britain's future heritage and reach out to those around us.

This report outlines our progress so far and gives an indication of where we are going. It takes you through our history to where we are today. It speaks to our people, our policies, and our progress.

We are proud of the work we have done so far and recognise that this journey is indeed a process and not a destination.

As we look towards the future, inclusion will need to remain a constant focus to ensure we set a continuing benchmark for the construction industry and beyond by truly being the 'Best Place to Work'.



# 02

# MORE THAN A BUILDER



## **At Sir Robert McAlpine, we pride ourselves on being more than a builder.**

Our people are the lifeblood of our business, and we are determined that everyone feels welcome, valued and included.

We are a family business,  
and we succeed as a team.

Creating a culture where everybody feels comfortable and can thrive is fundamental to our collective future.

The contribution we make goes beyond the projects we deliver to include the impact we have on people, places and society.

It is a sense of purpose that has evolved as we have changed in response to the world around us.

And it is founded on a belief that anybody and everybody should be given the chance to fulfil their potential.

Perhaps that's because our founder started from humble beginnings, and why more than 150 years on, we are so proud to still bear his name.



*Treating each other like family underpins our culture and is the ethos we live by.*

*We believe that being inclusive and nurturing a multitude of talents and skills will help us to continue our proud legacy.*

*Edward McAlpine, Chair*



*At Sir Robert McAlpine we are a meritocracy and are striving hard to create an environment where we can all be the best we can be. Being ourselves, whoever that may be, is a real differentiator and we believe is a fundamental human right.*

*Karen Brookes, Director of People & Infrastructure*



*To me, being an inclusive company just simply means that everybody can be their genuine selves and maximise their potential.*

*Everybody is welcome at Sir Robert McAlpine, irrespective of background, gender, or age.*

*We know that true inclusivity drives diversity and just creates success.*

*Paul Hamer, Chief Executive*

# A simple ambition

**We are committed to leading by example on inclusion and inspiring industry wide change.**

And we are proud to say that at Sir Robert M<sup>c</sup>Alpine, everyone is welcome. As a company which is so up front about its inclusion ambitions, we need to be equally open about where we have come from and where we are today.



# Our inclusion journey

**Our business was founded in 1869, nearly 50 years before universal suffrage and almost a century before the passing of the Race Relations Act.**

Whilst the concept of inclusion as we know it today was still a long way off, that's not to say we were an unfeeling business back then.

No stranger to the ups and downs life can throw at us all, by the early 1880s, Robert M<sup>c</sup>Alpine was gaining quite the reputation as a house builder, renowned for providing individual homes with gardens.

This led to the creation of the first Garden City at Clydebank in 1905.

Working conditions in those early years were unimaginably harsh. This was an inflexible and unforgiving industry that struggled to keep pace with the kind of societal and attitudinal changes that would accelerate so rapidly in the post war period.

Public perception, outdated recruitment practices, a behind the curve culture and a lack of external awareness of the opportunities within the sector, all meant that as concerns over equality and diversity began to be addressed more overtly within wider society, construction was left behind.

That said, we were amongst the first companies to reach out to future generations of construction professionals from a range of backgrounds, as a founding member of the Construction Youth Trust in the 1960s.

Our relationship with the CYT remains strong to this day, with our Chair and Executive Partner Edward M<sup>c</sup>Alpine, currently Chair of Trustees.

Change came fast, and as an industry, construction was woefully slow to adapt. Even as late as the 1990s there was a huge lack of equality and diversity in what was still a traditionally white, male dominated industry.

As a family business looking to attract the best talent, breaking down those barriers and opening up opportunities to as diverse a range of people as possible has long been on our agenda and we have worked hard to move perception of the industry beyond building site mythology and its image as a bastion of male prejudice and stereotypical behaviours.

However, we have to be honest that, in hindsight, we did not act early or radically enough.

It is a harsh truth but one we are facing up to as we have looked to drive inclusion up the agenda of both our sector and wider industry in recent years.

# PUSHING FORWARD

## We see a flexible working culture as the key to unlocking a more inclusive future.

We strongly believe that at the core of every successful business is a motivated and happy workforce. To get there we need to shake off the constraints of traditional and rigid working arrangements and explore the many options that make up flexible and agile working.

It's why, for example, we have introduced the right to request flexible working from day one, and fully support the consultation under way by the government on this important step forward for both employees and businesses.

It's also why we introduced a gender-neutral family leave policy so that all parents have the same rights when they welcome a new member into their families.

We have agile and flexible working policies in place and through our partnership with Timewise are conducting pilot solutions to bring flexible working to our construction sites.

For the past two years we have also been supporting Flex Appeal, founded by Anna Whitehouse, also known as Mother Pukka, and campaigning to improve the underlying working culture of our sector.

We don't claim to have all the answers yet, but we know the value of offering flexibility to attracting and retaining a diverse workforce.

Flexible working will not only act as a catalyst to support wellbeing and greater diversity, but will also contribute to boosting productivity and setting the UK on the right path towards economic recovery in the wake of the COVID-19 pandemic.

We may not be fully there yet, but an inclusive future is where we are headed and everyone is welcome to join us.



# THE DATA

## Flex worked for new starter Eve

**Eve Bader was only 10 days into her new role as an Information Systems Co-ordinator, when due to COVID-19 restrictions, we advised those who could do so to work from home. Being a new starter, Eve naturally had real concerns over her job.**



Her project director quickly put her mind at ease, continuing her introduction to both the role and the wider team remotely.

Though, naturally, she was inclined to assume that getting to know colleagues outside of the office would be more difficult, Eve soon found that frequent group meetings and phone check-ins actually allowed her to forge stronger connections with co-workers, as the unique circumstances of the pandemic fostered a real sense of collaboration and solidarity.

COVID-19 has been enormously difficult for families in so many ways. Despite this, Eve believes we can take some real positives with flexible working, for example, proving how productive many of us can be when working from home.

For Eve, it's allowed her to make strides both at home and at work, as being able to choose when and where she works and cutting out the commute have given her invaluable extra hours to spend with her children. Eve believes it really has been a win-win scenario.



# 03



# OUR PEOPLE



The data we collect for our gender pay gap reporting shows that the majority of our people are men.

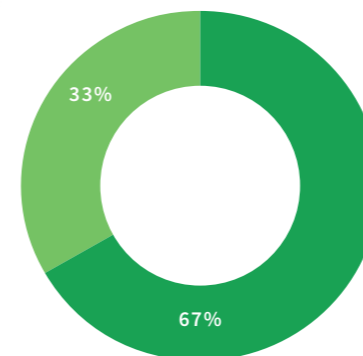
We are continuing to make improvements across the organisation, and at senior level, a third of Board members and the Executive Leadership Team are women.

We are aware that our current gender identity data collection methodology is binary, and in the future, we will begin to collect information on a broader spectrum of genders.

We do not have easily accessible or accurate data for other demographics as a whole organisation, or a concise understanding of what career progression looks like, especially for typically underrepresented groups.

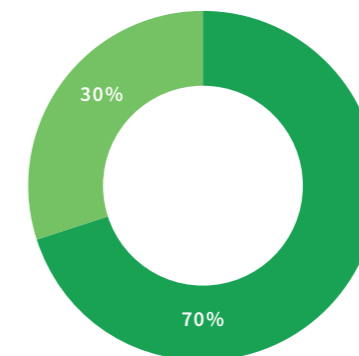
**We will be working to mature our data collection processes for reporting progress in the future.**

EXECUTIVE BOARD



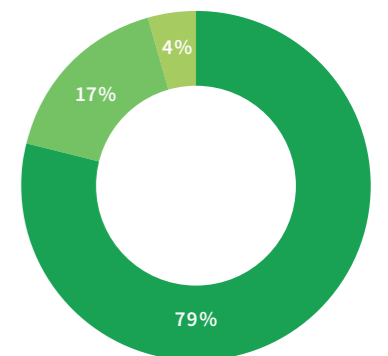
2 Female  
4 Male

EXECUTIVE LEADERSHIP TEAM



3 Female  
7 Male

TOTAL EMPLOYEES



398 Female  
1880 Male  
101 Undisclosed

# CREATING AN INCLUSIVE CULTURE

## Inclusion built in

**Inclusion is written into the fundamentals of how we operate as a business, our inclusion policy setting expectations of everyone from Board level through our line managers to every one of our people and our supply chain partners.**

Our company inclusion policy commits us to providing an inclusive culture that embraces diversity and provides a fair and respectful working environment.

This commitment means that all employees will be treated equally and fairly without regard to age, sex, disability, marital or civil partner status, pregnancy or maternity, paternity, race (to include colour, nationality, ethnic or national origin), religion or belief, gender identity, sexual orientation, job level or socioeconomic background amongst others.

This extends from recruitment to performance management, learning and development, reward and benefits, access to facilities, health and safety, flexible working, disciplinary, grievance and leaving procedures.



# 04

*I feel lucky to work for an employer that has given me the freedom to explore my own personal interests and drive forward the change that I want to see in our industry. Sir Robert McAlpine has supported me as I have trained to become a Mental Health First Aid instructor and has given me the opportunity to make my role as a Social Value Manager my own and be the change I want to see.*

*Laura Regan, Social Value Manager*



## Inclusive family leave

We operate 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.

*My daughter was born in April and I was immediately able to spend quality time with the family. I was then able to take more family leave in August and have some left to use before a year is up.*

*The fact the policy applies for the next two years as well is an exceptional benefit and yet absolutely in keeping with the value that Sir Robert McAlpine places on family.*

*The early time with my young family is irreplaceable and something I feel extremely grateful for.*

*Gareth Parkes - Head of Data and Analytics*



*Sir Robert McAlpine's paternity leave offering has been fantastic. Children grow up very quickly, so to be there to be part of that journey with them as a family is invaluable. It shows how important family values are at Sir Robert McAlpine.*

*Anthony Trainor, Building Services Engineer*



**Paul Brady**  
Building Services Project Manager

Delighted to be back at Battersea after 4 weeks away.

We were lucky enough to have a beautiful little girl this time last month. Being able to spend this quality time, and form our little bonds with my new family has been incredible.

Thanks to **Sir Robert McAlpine's** family leave policy I'm going to have another 6 months of family time over my little girls first three years, which will be incredible, (especially when I'm conscious a lot of dads don't get this)... and in the meantime being involved in amazing projects like Battersea Power Station.

It's times like these that you remember what's important, and I'm just glad we work for a company that recognises this.

**#worklifebalance #family**

## Gender neutral recruitment

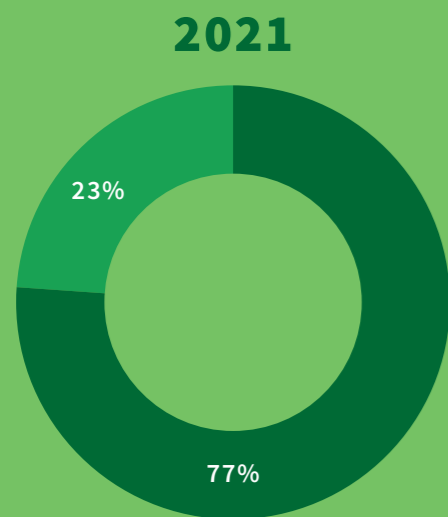
**We use gender-neutral CVs in our recruitment process and work with our Employee Network and Affinity Groups to identify specific barriers to women joining and progressing within our business and actions we can take to address this.**

This policy has been implemented for our Graduate Scheme Recruitment, where gender, university and location are blind when given to recruitment managers.

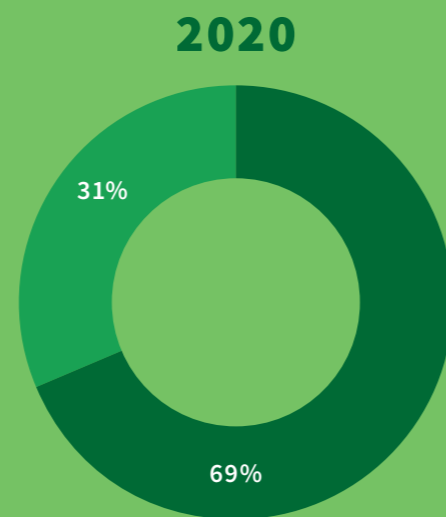
We continue to discuss and review policies to ensure an increase in the diversity of our graduates.



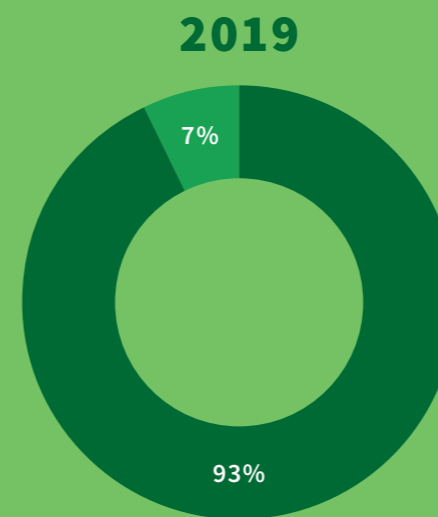
## Graduate intake



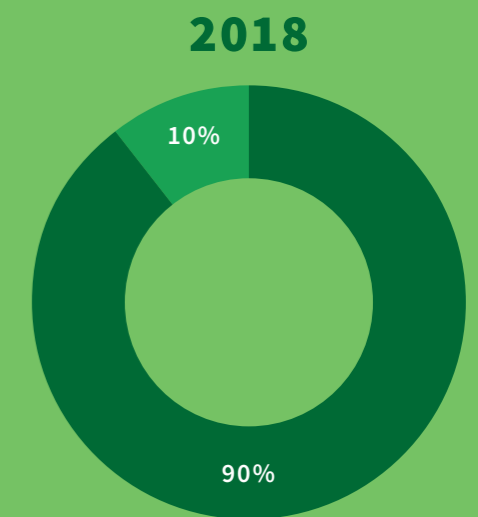
5 Female  
16 Male  
**Intake: 21**



5 Female  
11 Male  
**Intake: 16**



1 Female  
13 Male  
**Intake: 14**



3 Female  
26 Male  
**Intake: 29**

## Flex for success

### **We believe agile and flexible working represents a game changer when it comes to inclusion.**

It's why we've taken the step of offering everyone the chance to request flexible working from day one.

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 healthy work-life balance is better for people's wellbeing – 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.

Our most recent initiative in conjunction with Mother Pukka, saw the release of "[Flexonomics: The economic and fiscal logic of flexible working](#)", a first of its kind, in-depth study, highlighting the economic benefits of flexible working to the UK economy, conducted by Pragmatix Advisory.



*Flexible working has the potential to unlock untold business benefits. Flex is not about working from home. It is about communications, a human approach to business and working in a way that works for you and the company.*

*I am incredibly proud that Sir Robert McAlpine sees the potential of flex to help tackle the gender pay gap, address male suicide and mental health issues, and support working families.*

*Lynda Thwaite,  
Group Brand Marketing & Communications Director*



# GENDER PAY GAP



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

We are committed to being transparent on where we are on the gender pay gap and what we are doing to shift the dial.

You can find out more in our annual [Gender Pay Gap](#) reports.

## Supporting our supply chain

**Our supply chain partners are an integral part of our culture and we expect a collaborative approach from our partners to achieve an inclusive environment.**

We work with our supply chain partners to ensure they are taking into account the needs of all sections of the community when providing services on our behalf.

Our procurement process ensures our supply chain understand what is expected of them.

Social value is measured on each of our projects and we expect our supply chain partners to play their role, for example by providing training and apprenticeship opportunities.



# UNLIMITED POTENTIAL



# 05

# Beyond 1% Podcast

**Our Beyond 1% Podcast highlights the real experiences of women in construction.**

By sharing their stories, we hope to empower, educate and highlight the many opportunities open to women in our industry.

Listen to our Beyond 1% Podcast [here](#).

*The Beyond 1% Podcast is brilliant in opening up the conversation about women in the construction industry. Hearing from women at different stages of their careers and lives is inspirational and acts as a catalyst for starting conversations. It was a privilege to be featured on the podcast and I hope these episodes offer insight for anyone thinking about joining the industry.*





# The cornerstone: Our Affinity Networks



**As a business that's proud to say 'everyone is welcome', we want everyone to be able to be 100% themselves at work.**

Our seven Affinity Networks were created to make sure everyone has a voice and is heard at a senior level.

The groups bring together people who share similar interests, experiences or challenges, along with members who are simply passionate about inclusion.

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.



## Social Mobility Network - Chair Kate Walker

*"The aim of the Social Mobility Network is to reach out to the most disadvantaged members of society and help make them feel welcome into Sir Robert M<sup>c</sup>Alpine and able to progress and develop their career once in our family business."*

## Ability Network - Chair Jack Arnold

*"The aim of the Ability Network is to raise awareness, improve accessibility and become more inclusive for individuals who have different abilities and perceive the world differently, or if they have family/friends with abilities."*



## Stages Network - Chair Carole Cuthbertson

*"The Stages Affinity group put forward the idea for a series of Finance 'MOT's', discussing the finances of each life stage (early/middle/late). Stages hosted a series of peer to peer 'Lean In' circles, allowing people from around the business to connect and interact with colleagues in a similar career stage to themselves."*

## Cultural Diversity Network - Chair Nadeem Mirza

*"The Cultural Diversity Network publish monthly cultural festivals internally, raising awareness when they happen so we can learn, embrace and celebrate with our fellow employees. We initiated a blind CV campaign for our early year hires in 2021, resulting in the most diverse cohort hired to date. We also collaborate with the Black Professionals in Construction Network to help reach diverse groups in London."*



## Gender Equality Network - Chair Claire Mullen

*"Our proudest achievement in the last 12 months was successfully advocating for a revision in the company's family leave policy. A change saw it become gender specific, with different rules applying to each gender. After consultation and discussions with the Executive Leadership Team, the policy was permanently changed to be an inclusive gender-neutral policy."*

## Working Families Network - Chair Kelly White

*"Covid brought with it the silver lining of affording us the privilege of getting to know each other and our families on a more personal level during a difficult year. We want to maintain the positive momentum in this area and build on the feeling of community and family at Sir Robert M<sup>c</sup>Alpine."*



## LGBT+ Affinity Network - Chair Nick Roper

*"The LGBT+ Affinity Network have continued to promote inclusion in Sir Robert M<sup>c</sup>Alpine communications, showing the reasoning for pronouns in introductions and emails. This demonstrates how we can use them to be more welcoming in a team and in our online interactions. It's a small significant step towards trans and non-binary inclusion and allyship."*



# Neurodiversity

**Creating a working environment where neurodivergent individuals can thrive is an important part of becoming a more inclusive organisation.**

With one in 10 working-age adults believed to be neurodivergent in some way, whether that's autistic, ADHD, dyslexic or dyspraxic (the list goes on), we are determined to create an environment in which those who think a little differently feel comfortable. With these individuals often possessing strengths or perspectives that can be particularly valuable to teams, harnessing the talents of those who think a little differently can also have big business benefits.

**Being 'wired differently' certainly hasn't affected CAD Technician Duncan Radband's ability to chart a successful career path with us.**

High functioning autistic (HFA), Duncan has been part of the team for nine years since joining the company as an apprentice aged just 16.

*"Engineering plays to my strengths because it is very logical. It is very thorough; you need that attention to detail,"* says Duncan.

Like many on the autistic spectrum, Duncan thrives on routine. He is also able to bring an absolute focus to his work and has a fantastic eye for detail; traits that make him a highly productive team member.

*"I can sit down at work and just focus. I've always been fairly good at looking at things logically; keeping a very cool head under pressure and thinking 'ok I've got to do this, this and this' and then being able to tunnel vision on it."*

*"There are also times when I'll look at something differently to one of my colleagues and they'll say 'how did you think like that?'; even if sometimes they have more experience in a particular discipline."*

Duncan Radband, CAD Technician



*Be patient with people. Put your arm around them, give them the support they need and encourage them to be themselves. Because they bring a different way of thinking, a fresh perspective. And that can be extremely beneficial.*

# Celebrating different faiths

Within our business we are fortunate to have a diversity of people who, throughout the year, observe different religious festivals, holidays and spiritual practices.

We believe it's important that everyone feels comfortable to celebrate and share the religious and spiritual events and special days that are part of who they are.

So, to help promote greater awareness and understanding some of the various faiths practised by our people, we make space front and centre on our intranet to share a little about some of the important dates and festivals celebrated within our business as they come about during the year.



# Employee Network provides a valuable check



**Our Employee Network has a powerful role to play in ensuring we deliver on our inclusion ambitions.**

Made up of elected representatives from across the business, the network provides a direct route back to senior management for people's ideas, views, and suggestions for how we can improve as a business.

They are also there to act as a sounding board for the Executive Leadership Team, providing open and honest feedback on any proposed changes or operational matters such as new working practices.

## Mental health matters



Given that mental health problems affect so many of us in our lives, either personally or through friends and family, it's strange that it's an issue we still seem to struggle with talking about.

And with study after study showing that those working in construction can be particularly prone to mental health difficulties, it's a stigma we can't afford to leave unchallenged.

We want people to feel as comfortable talking about their mental wellbeing as their physical wellbeing.

So we've trained Mental Health First Aiders across the business who act as a first point of call for those struggling or worried about someone.

We have toolbox talks and a wide range of resources and information available so that our people know how they can access the help they need when they need it.

By being open and transparent about mental health in this way, we hope it may spark a few conversations and help ensure people are comfortable talking about how they feel.



*With each Mental Health First Aid training session and awareness campaign, we are increasing the knowledge of the issue in the company and helping our people become more accepting of those who may be struggling, as well as giving them the tools to support their colleagues in a crisis if needs be.*



# REACHING FORWARD



# 06

# PURPOSE BEYOND PROFIT



## Proudly building Britain's future heritage goes beyond the projects we deliver to the legacy we leave within society.

It's about giving back to the communities our people come from and reaching out to people from the diverse cross-section that makes up society.

We are humbled by the fantastic charitable work that goes on across the length and breadth of the country by our teams and we are delighted to be able to lend our support and connect with people from all walks of life.

Our Charitable Giving Committee is made up of individuals from across the business who help oversee the distribution of our charitable funds and encourage greater social impact.

The company's giving extends to charitable partners such as Maggie's and the Construction Youth Trust and provides funding for local grassroots projects across the UK through our work with Semble.

The committee also oversees and measures the impact of our work with clients and supply chain partners and their charitable partnerships.

This said, our corporate charitable commitments are more than matched by the passion for giving back shown by the people within our business, who selflessly give up their time to help others.

Whether through fundraising challenges, bake sales or community events, their contribution to the people and communities around our projects and sites is immeasurable.

## Building a more inclusive workforce with the Construction Youth Trust

**The Construction Youth Trust (CYT) works to inspire and enable young people to overcome barriers and follow a career in the construction and built environment sector.**

The Trust places social mobility at the heart of its work and prioritises supporting young people from low-income backgrounds, most likely to miss out on opportunities or facing barriers to employment.

Through our partnership with the CYT, we have worked to support more than 3,250 young people, helping to raise their aspirations and creating pathways into employment.

As well as developing a more inclusive workforce, the CYT's programmes also support our people to become more inclusive.

More than 200 of our people have volunteered to help the CYT so far, and the numbers continue to rise.



*At Construction Youth Trust we believe that the construction and built environment sector has the potential to be a powerful engine for social mobility as well as offering an incredible range of rewarding careers for upcoming diverse young talent. However, negative perceptions of the industry still pervade. We want the next generation to perceive the construction and built environment sector as a viable, attractive and aspirational career goal. Close collaboration with industry partners, like Sir Robert McAlpine, is instrumental to both inspiring young people about industry careers and ensuring that they feel welcomed and valued by the sector.*

*Carol Lynch, Construction Youth Trust Chief Executive*

*Sir Robert McAlpine, where do I start?  
Both my CYT and five days work experience were a huge change for me. Honestly, it gave me a confidence jump, taught me there is more out there, and showed me what I am capable of achieving. It gave me experience and valuable information.*

*Yassin, aged 17*

## Building pathways

**The Building Pathways Academy is an initiative which helps job seekers find a career path into the construction sector.**

The Academy provides candidates with an overview of the construction industry and different career paths for various job roles.

Successful candidates obtain a CSCS Green Card and L1 Health and Safety in a Construction Environment training.

At the Morello Phase II project we supported the Building Pathways Academy through a series of online workshops.

These included an introduction to the construction industry and an overview of the project.

Candidates were briefed on the various job roles onsite, along with the skills and training required.

Further workshops were provided regarding job applications, CV writing and interview preparation.

Job specifications for typical construction jobs were issued to the candidates, who then applied for the job role that most interested them.

Each candidate was given an opportunity to attend a mock interview, and feedback was provided to prepare candidates for future job applications.



# WE ♥ MAGGIE'S

**Cancer does not discriminate. It is a disease that affects all of us one way or another, often turning lives upside down overnight.**

That's why our corporate partnership with Maggie's is so important to us.

It's now more than a decade since we first started working with the charity, which provides practical, emotional, and social support to anyone with cancer and their friends and family.

As well as the construction of many of its architecturally significant centres, we've committed to raising £1,000,000 over ten years for the charity.

Our people have taken Maggie's into their hearts and five years into that commitment, our current fundraising total is more than £850,000.

That's a lot of cakes baked, bought and eaten, heads shaved, miles swum, walked, ran and ridden up and down the country.



# 150 GRASSROOTS CAMPAIGN



**In 2019, our 150<sup>th</sup> anniversary year, we offered our people the opportunity to support initiatives that created a tangible legacy in their local communities.**

Our people proposed initiatives that mattered to them personally.

Our key considerations for shortlisting applications were:

- Supporting inclusivity
- Reflecting our culture, spirit and values
- Enhancing our wider contribution to society
- Exemplifying the entrepreneurial spirit of Sir Robert M<sup>c</sup>Alpine
- Inspiring future generations
- Creating a tangible legacy

More than 40 organisations have benefited from the campaign.

## PENDLE FOREST U11 GIRLS FC

*We've recruited more girls and have been able to ensure they are all kitted out to the same standard. We look and feel a properly organised youth team.*

*Chris Riley, Pendle Forest FC*

## BOOKHAM COLTS FC

*My son loves playing football for Bookham Colts. The support of sponsors such as Sir Robert M<sup>c</sup>Alpine enables the club to provide excellent facilities and help new teams like ours to get up and running.*

*Mark, parent*

## TREGONWELL ACADEMY

*The students have taken great pride in the facility, which they helped to build and has continued to be a real asset to all users of Tregonwell. All students successfully passed their bricklaying unit and achieved Level 1 BTEC in Construction, including two who went on to higher education. These are valuable opportunities that would not have been created without the funding from Sir Robert M<sup>c</sup>Alpine.*

*Dan Shoebridge, Lead Teacher, Tregonwell Academy*

## Giving back with Strong Foundations

**After the success of the 150 Grassroots campaign, we wanted to do more. Our aim was to find a way to create a tangible, long-lasting and measurable impact on the communities close to our projects.**

In February 2020, we introduced our Strong Foundations Grant, in partnership with social enterprise ActionFunder, by Semble, to support grassroots initiatives in the central Manchester and Salford areas.

We invited community organisations in those areas to apply for grants of up to £3,000.

All awards were judged by a panel composed of representatives from Sir Robert M<sup>c</sup>Alpine, ActionFunder, by Semble, and local government officials.

In order to be selected, the projects needed to demonstrate that they would bring communities closer together and increase wellbeing.

Twelve groups were awarded a share of the grant and we have already seen a positive, measurable impact across a variety of causes - from support for homeless people and mental health training to community garden developments.

The success of this initial initiative has led to a longer-term partnership with ActionFunder, by Semble.

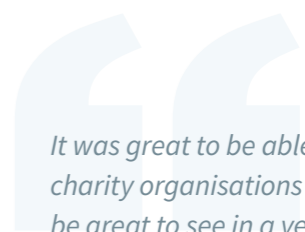
Following the successful pilot in Manchester and Salford in 2020, this year we launched funds for eight locations across the country: Bristol, London, Oxford, Edinburgh, Manchester, Knutsford, West Hyde and Kettering.

Eligible community and charity organisations were able to apply for a share of our Strong Foundations Grant via the ActionFunder platform.

Applications were whittled down to a shortlist in each region, with judging panels made up of our people making the final selection.

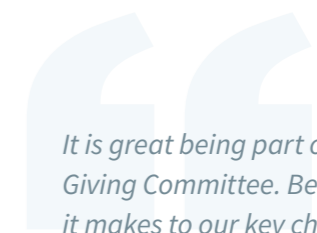
We provided £100,000 in support to 40 community projects across the country.

Recipients range from organisations working with those with dementia, to groups supporting refugees, victims of domestic abuse, and the elderly, as well as a variety of youth programmes and outdoor projects.



*It was great to be able to support small charity organisations at a local level. It would be great to see in a year's time how the projects we selected have turned out.*

*Barry Ryan, Sustainability Manager*



*It is great being part of Sir Robert M<sup>c</sup>Alpine's Charitable Giving Committee. Being able to see the difference it makes to our key charities Maggie's and the Construction Youth Trust and being able to support them makes me really proud to be part of Sir Robert M<sup>c</sup>Alpine. I was recently involved in some of the judging panels for allocating donations to grassroots charities and it was great to have such a diverse range of charities and incredible initiatives to support.*

*Sam McCormack, Solicitor*

**100+**

Project matches

**40**

Projects funded

**£108K**

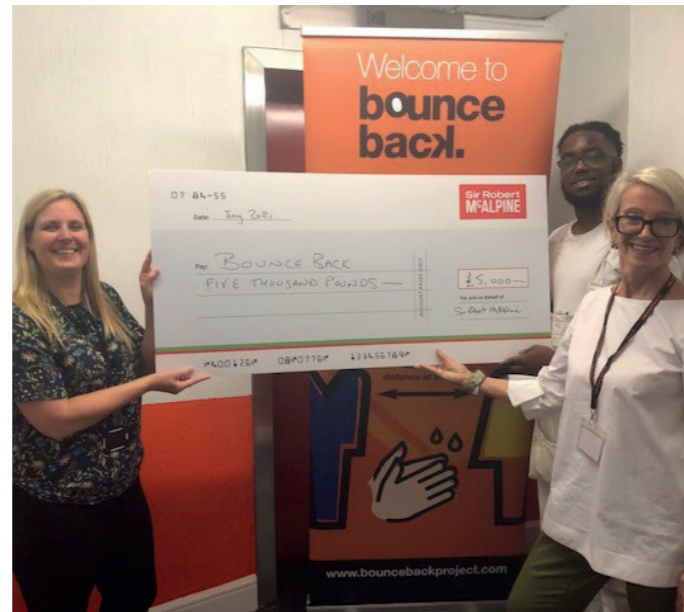
Funding



**We've received some very positive feedback from those funded projects too:**

*I am writing to sincerely thank The Sir Robert McAlpine Foundation for the amazing £4,439 grant you recently awarded us to help refurbish our family wellbeing room at the hospice. This will really help us create a friendly and relaxing space where relatives, friends and carers can spend time before, during or after their visit to their loved one on the inpatient unit.*

*Kate Heaps, Chief Executive of Greenwich & Bexley Community Hospice*



*We are incredibly grateful to have received funding of £2,052 to support our Dads in the Woods project. Since April, we've welcomed over 60 different dads and their kids to our fun, safe, outdoor activity sessions.*

*Dads in the Woods*



*Thank you so much. We are celebrating the official opening of our dementia-friendly allotment this week and are excited to start welcoming older people to enjoy gardening and the outdoors with us!*

*Alive Dementia-Friendly Allotment*



## The McAlpine Foundation

The McAlpine Foundation was established by the family of Sir Robert McAlpine and gives grants to support small charities situated throughout the UK that fall within specific categories:



The foundation has been operating for more than 50 years and has supported more than 500 charities to date.

It currently supports more than 50 charities.

Visit the McAlpine Foundation website [here](#).

## Inclusion underpins ties with the British Paralympic Association

Our partnership with the British Paralympic Association (BPA) is something we're extremely proud of. Supporting the most inspirational team of athletes in the UK felt like the right thing to do and reflects both our passion for inclusion and our constant pursuit of excellence.

Working closely with the BPA, we've had the privilege of getting to know several athletes across various disciplines.

Through a series of virtual sessions, they were able to share their stories with our people. They passed on tips for building resilience, overcoming challenges and offering an insight into their preparations for the Games in Tokyo.

To help show our support for the team, we held our own virtual baton relay. Watch the video [here](#).

We were also honoured to be joined by athletes Amy Truesdale and Richard Whitehead for a special Beyond 1% Podcast episode on inclusion.

Together they shared their thoughts on the importance of creating an inclusive culture, the changing language around disabilities, and how they felt about representing their country in Tokyo. You can listen to the Podcast [here](#).

**A true inspiration, ParalympicsGB certainly live up to their hashtag #ImpossibleToIgnore**

*Our partnership with Sir Robert M<sup>c</sup>Alpine is about more than sport and the Paralympic Games. Our partnership can inspire and educate the construction industry about how the Paralympic Movement is able to create positive social change across the world. We're excited to help Sir Robert M<sup>c</sup>Alpine harness the partnership's potential to change perceptions of disability and to create a more inclusive culture that values everyone, with a focus on what they can do, instead of what they can't do.*

*Mike Sharrock, CEO, British Paralympic Association*

*Together, Sir Robert M<sup>c</sup>Alpine and ParalympicsGB have the power to drive positive change in regard to inclusion in the construction and engineering sector. All of the team at ParalympicsGB look forward to helping Sir Robert M<sup>c</sup>Alpine achieve its ambition of leading the way on inclusion across the construction industry.*

*Jenny Seymour, Commercial Director, British Paralympic Association*

*We're extremely proud to partner with a forward-thinking company like Sir Robert M<sup>c</sup>Alpine that puts inclusion at the heart of its business and seeks to inspire change across the construction landscape – around both its workforce and how it does business.*

*Phil Catt, Commercial Manager, British Paralympic Association*

## Careering ahead

**As part of our work to address the skills gap and build an inclusive workforce, we are working with the Career Colleges Trust to establish the first Construction Career College in Scotland with the City of Glasgow College.**

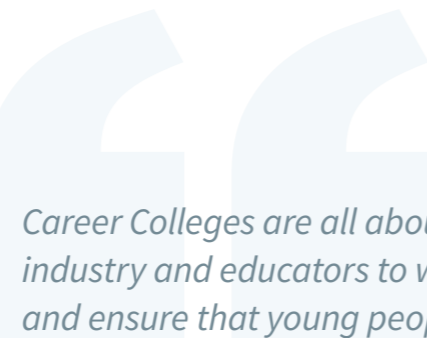
Our partnership supplements the existing construction curriculum with the digital skills needed in a modern workplace.

Launched in 2019, this pioneering initiative offers employer-led skills training to 16-18-year olds with a focus on the new digital methods of construction which are becoming crucial within today's industry.

A collaborative employer board has been established with a range of businesses who share their insight and play an active part in securing a high-quality skills pipeline.

The board meets regularly to share practical digital experiences and support the students and teachers in the programme.

The City of Glasgow College course had a successful start this year and there are already additional colleges showing an interest in running the course in future years.



*Career Colleges are all about supporting industry and educators to work together and ensure that young people have the skills they need to pursue a successful career. Having identified a clear skills gap, McAlpine has worked with us to identify a college that can help it to tackle the issue.*

*Bev Jones, CEO of the Career Colleges Trust*



*Our college has a strong track record of working with industry for the benefit of our students. We look forward to working with Career Colleges Trust and Sir Robert McAlpine to deliver this ground-breaking initiative. The construction industry offers a range of exciting career opportunities which our students, equipped with industry-led skills and knowledge, will be able to take full advantage of.*

*Paul Little, Principal and Chief Executive at City of Glasgow College*

## Helping ex-offenders start again

**We were among the first UK companies to be awarded the YOUNITED Flag award for our work to employ ex-offenders.**

Launched in September 2019 by music legend Nile Rodgers and crime prevention charity, Key4Life, the award encourages companies to employ ex-offenders and give them another chance.

Key4Life works to reduce re-offending through an innovative rehabilitation programme for young men in prison and those at risk of going to prison, saving lives by helping to break the cycle of crime.

One of our Southern projects supported a Key4Life rehabilitation programme, providing two young ex-offenders with work experience and

exposure to the potential career opportunities available within the construction industry.

One person accepted further employment and will gain additional experience with one of our supply chain partners.

We have also taken part in a local workshop, helping conduct mock interviews and providing feedback to Key4Life participants looking to move into stable employment.



## Spreading the word with English Heritage

### We are partnering with English Heritage in support of its 'Conservation on the Road' programme.

We are supporting the charity's specially equipped Conservation in Action van, which stops off at the charity's sites across the country to provide hands-on conservation workshops for all ages.

The aim is to give the public more of an insight into how our heritage is looked after and to inspire different generations from all walks of life to consider careers in the heritage and construction industries.



## Combating modern slavery

At Sir Robert McAlpine, for us to be proud of the projects we build and the legacy we leave, all those who are involved in our projects must be treated fairly and equally.

Working with our supply chain partners, we have been focusing on how we address the risk of modern slavery in our industry.

Modern slavery occurs partly because people are unaware of it.

By increasing awareness of the issue and educating people on it, we can help to break down the mechanisms that enable criminals to operate and exploit people.

In our journey to combat modern slavery, we have completed 78 supply chain partner audits to date (24 in 2020-2021), created a Labour Code of Conduct, setting a baseline requirement for our supply chain partners to comply with, and developed and rolled out mandatory training to all our staff.

Collaboration within our industry is key to tackling modern slavery effectively, and we take part in industry groups such as the GLAA Construction Protocol, and are verified to BES 6002, the Ethical Labour Sourcing Standard.

Whilst modern slavery continues to exist, our work will never be complete.

We will continue to implement processes and practices in our efforts to eradicate any form of modern slavery from our supply chains and sites and we will continue to work with our peers and wider business groups to address the risk.

All our Modern Slavery statements can be found via a [link](#) on the home page of our website. They contain more details of the actions we have taken to date.




# Proudly building Britain's future heritage

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