

Gender Pay Gap

REPORT 2017

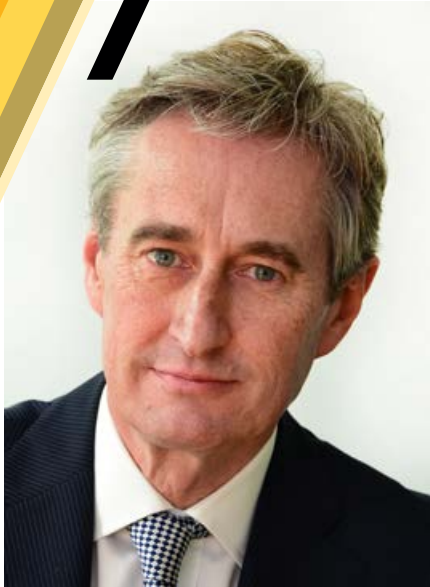


WILLMOTT DIXON

SINCE 1852



Closing the gender pay gap



Rick Willmott

I'm a firm believer that the most successful companies are those that embrace inclusion, equality and diversity for their people, by creating truly complementary teams.

I'm passionate about this at Willmott Dixon and that's why I welcome the Government's new requirement for companies to publish their Gender Pay Gap (GPG) figures.

Under these new rules, companies with over 250 employees must show the difference in the average hourly earnings between men and women, regardless of the job they do.

In our industry sector, as companies publish their statistics, we will see some high gender pay gaps, so the scale of change required across our industry is significant, but for me this is a great challenge to have.

At Willmott Dixon, the simple reason for our gender pay gap is that there are many more men working with us than women in senior positions across the business. Until our gender balance is improved across most of our pay grades, and especially at senior levels, then the gender pay gap will remain, it is as simple as that.

It is very important to remind ourselves that a high gender pay gap does not mean that people in Willmott Dixon are paid unfairly for the jobs they do. We are confident that our men and women receive equal pay, because we carry out regular reviews of pay across all of our job roles. If there are any differences it is due to factors such as qualifications and experience, not gender.

Our work in leading support for the 'Inspire Me' campaign to attract women into the construction sector shows we mean business and have high aspirations to materially improve our gender balance over the next 12 years, which will close our gender pay gap.



To achieve these aspirations we need to attract more women to apply to work for us, for example by promoting career opportunities in girls' schools.

I can assure you that we are absolutely committed to improving our gender balance without using positive discrimination, which we will never do.

FIRM ACTION

Our Gender Diversity Steering Group is developing some excellent initiatives to support our aims. It's already showing results; I was delighted that 38 per cent of Willmott Dixon's 2017 management trainee intake, a key source of potential future leaders, were women.

Creating a more diverse workforce is a strategic priority for Willmott Dixon. It's not about showing favour to one gender over another, but it is about ensuring that our company aligns with our long stated aim that there should be no better place to work to enjoy a rewarding career.

Achieving our aims for a balanced proportion of men and women in each job grade will close our gender pay gap. This is a shared responsibility across the whole company and I look forward to working with everyone to ensure we meet our goal.

Rick Willmott

Group Chief Executive



What is Gender Pay Gap Reporting?

Gender Pay Gap (GPG) reporting is a new requirement from the Government that requires companies with over 250 employees to report annually on the difference in average earnings of their men and women. It does not take into account job roles, grades or seniority; it's a straight comparison between average pay for men and women.

Our Willmott Dixon Construction business has more than 250 employees and so their figures are reported in this document. We also felt it important to report our Group figures to give an overall picture.



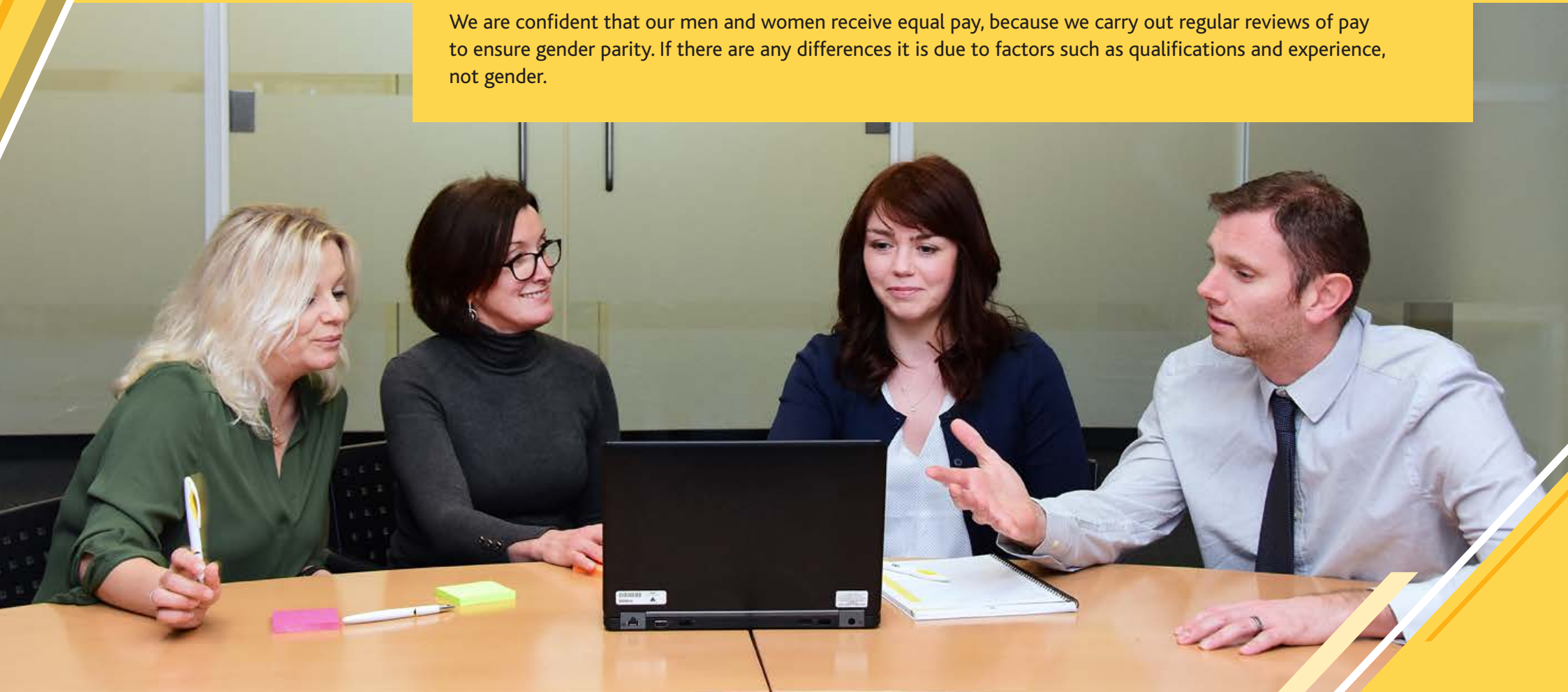


Is there a difference between the Gender Pay Gap and Equal Pay?

GPG reporting is different to equal pay as GPG figures show the overall percentage difference in average hourly pay between men and women, regardless of the job they do.

Equal pay is about ensuring men and women are paid equally for doing equal work.

We are confident that our men and women receive equal pay, because we carry out regular reviews of pay to ensure gender parity. If there are any differences it is due to factors such as qualifications and experience, not gender.

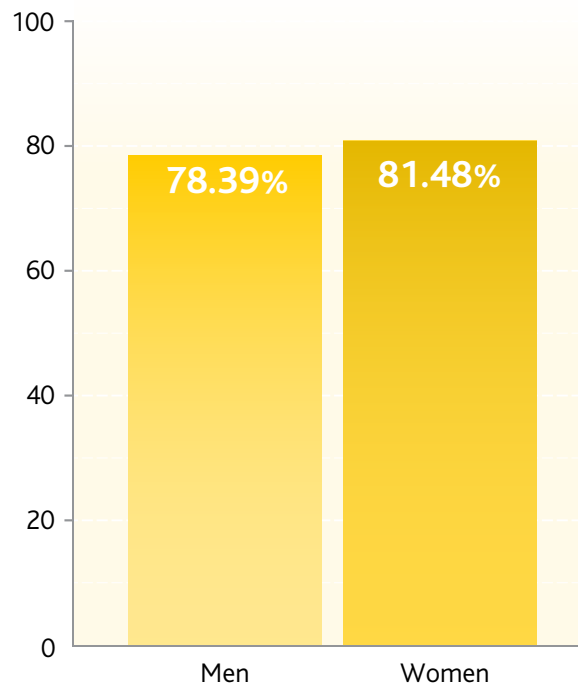


Our GPG data for the Willmott Dixon Group

PROPORTION OF EMPLOYEES AWARDED A BONUS FOR 2017

The chart below shows the proportion of men and women who received a bonus in the 12 months preceding 5 April 2017.

More women received a bonus than men.



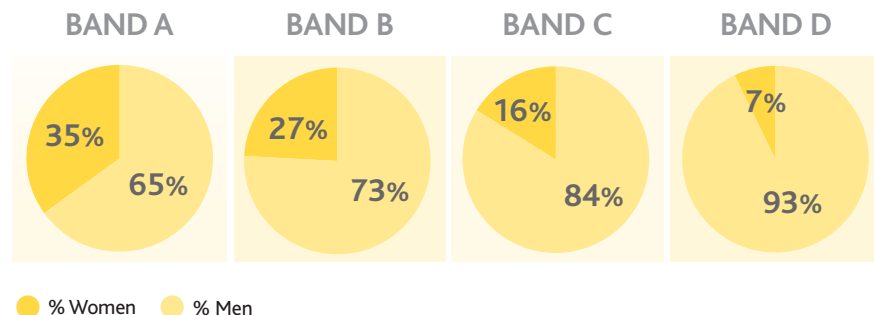
GPG SUMMARY TABLE

The table below shows the mean (average) and median gender pay gap, based on the hourly rates of pay for men and women; and the difference between bonus payments made in the 12 months preceding 5 April 2017.

		Women are paid:	
		Mean (average)	Median
Willmott Dixon Group	Hourly Rate of Pay	29.31% lower	36.77% lower
	Bonus	61.5% lower	33.19% lower

PAY QUANTILES

This chart shows the proportion of men and women in each of our four pay bands, from lowest to highest earners.



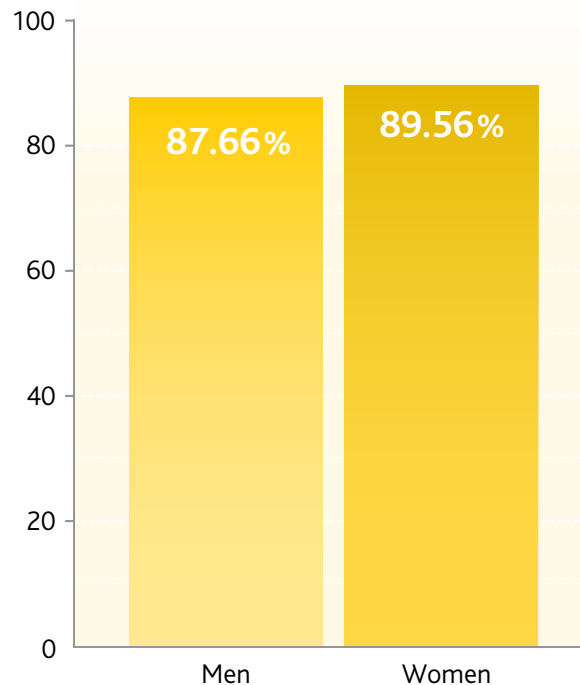


Our GPG data for Willmott Dixon Construction

PROPORTION OF EMPLOYEES AWARDED A BONUS FOR 2017

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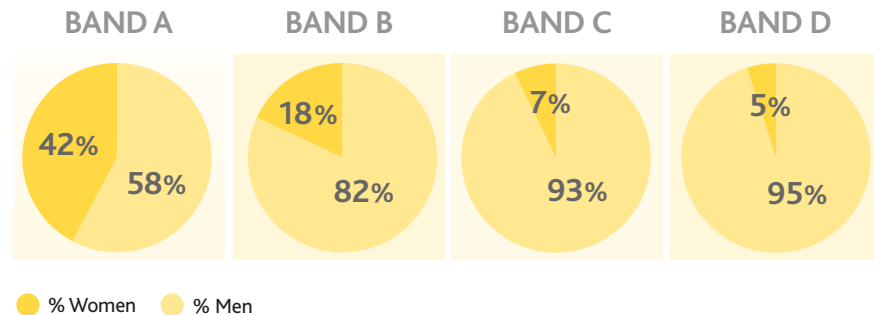
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		Women are paid:	
		Mean (average)	Median
Willmott Dixon Construction	Hourly Rate of Pay	35.45% lower	43.46% lower
	Bonus	64.69% lower	48.17% lower

PAY QUANTILES

This chart shows the proportion of men and women in each of our four pay bands, from lowest to highest earners.





A company for everyone to enjoy a rewarding career

Willmott Dixon aims to be a place of fairness, inclusion and respect where all our people can develop a long and rewarding career.

Our People Strategy underlines our commitment to a diverse workforce:

- ▼ We believe that diverse, complementary teams are **the most effective**.
- ▼ We believe that diverse, complementary teams make **better business decisions**.
- ▼ We need to widen the pool of people from which we recruit, helping to **mitigate the current skills gap** in construction.
- ▼ We need to **attract the next generation** and improve the industry's image.
- ▼ This is **important to us and our customers**.



Reaching gender parity by 2030

Nearly **25 per cent** of our workforce are women – a better proportion than industry norms – and our GPG difference in favour of men is because we have a lower proportion of women in the business overall, but particularly in more senior roles.

To improve the number of women in senior roles, our priority is to encourage better gender diversity and to have better representation of women at all levels in our business.

To support this, we've set a challenging aim to have **50 per cent women in each grade by 2030**. We have a number of measures in place to achieve this.





1. Promoting Inclusivity and Driving Change

We believe that creating an inclusive working environment is key to improving gender balance, and closing the gender pay gap.

To promote inclusivity in our working environment, we have rolled out a 'Respect in the Workplace' film to all of our people. It reinforces our commitment to complementary teams, whilst highlighting the need for respectful and appropriate behaviours. This will also be communicated to members of our supply chain who work on our sites.

We have a Gender Diversity Steering Group with local action groups to address how we make our business and our working environment more attractive to both men and women.

We also deliver unconscious bias training to our management teams because this will help to identify any hidden barriers to improving gender balance.

We're introducing agile working practices because we hope it will make our business an even better place to work, and will encourage both men and women to join us, stay with us, and progress into senior roles.





2. Attracting Women

38%
Women
2017

40%
Women
2018

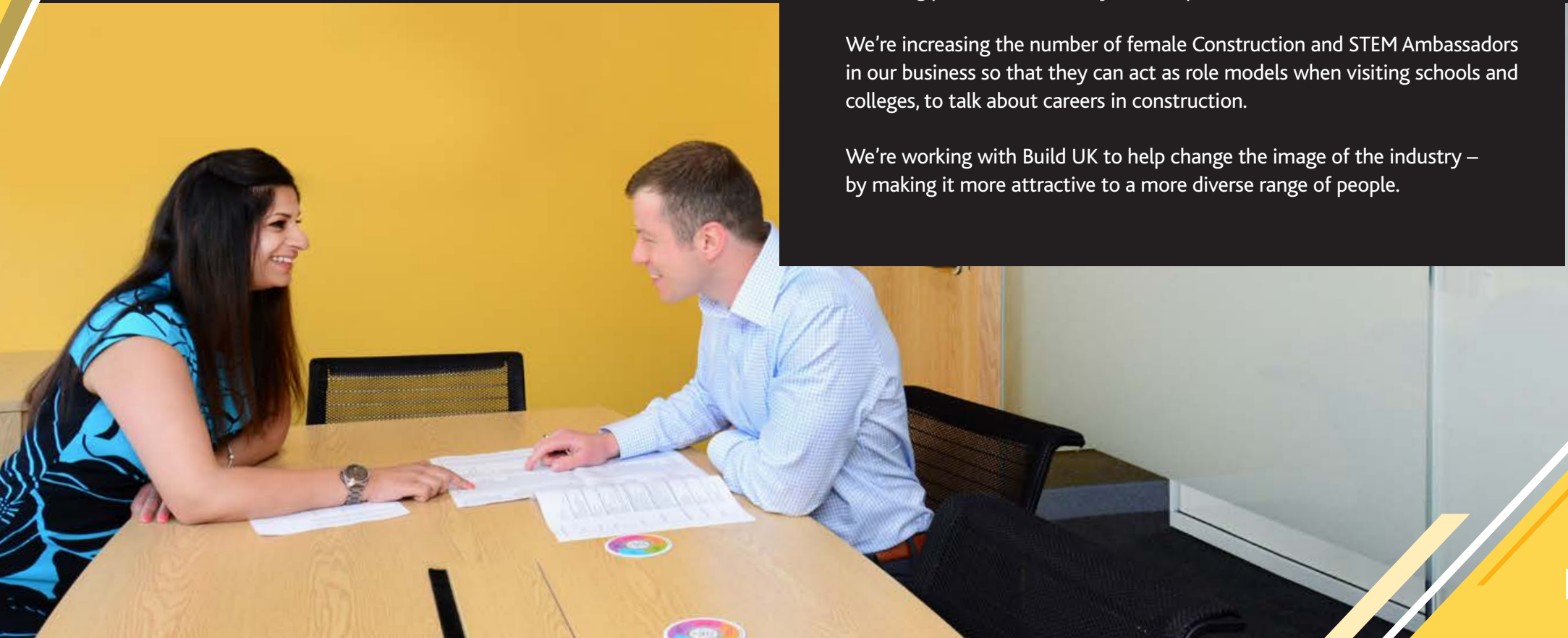
50%
Women
2019

We are already increasing the proportion of women joining our business. Last year **38%** of our management trainee intake were women. In 2018 our aim is for **40%** of our management trainee intake to be women and from 2019 onwards we want this to increase to **50%**.

We advertise roles using a variety of media to widen the recruitment pool. For example, we regularly advertise roles on workingmums.co.uk and are piloting a Career Returner Programme for people who have had a break from their careers of two years or more. We have also changed our marketing material to attract more women, created vlogs of female trainees which are being promoted externally and adapted our banners for careers fairs.

We're increasing the number of female Construction and STEM Ambassadors in our business so that they can act as role models when visiting schools and colleges, to talk about careers in construction.

We're working with Build UK to help change the image of the industry – by making it more attractive to a more diverse range of people.





3. Retaining Women

In recognition of the need to retain women and help them develop their careers with us, we enhanced our maternity pay provisions in 2016, and we also enhanced our paternity pay provisions.

We have a comprehensive support programme for women returning from maternity leave.

We will continue to develop our family friendly policies, in particular, promoting more agile and flexible working across our business.

We now have an Agile Working Toolkit to help managers implement flexible working practices. This was developed in conjunction with Build UK, so it will be shared with other main contractors and supply chain companies, who will then develop similar working practices to help attract and retain women in the industry.

We are aware of the impact that unconscious bias can have in vital areas such as recruitment or promotion. We're therefore rolling out unconscious bias training to ensure that appropriate behaviours are embedded in our culture.



4. Developing and Promoting Women

In line with our value to 'promote from within where we can', we are sponsoring and mentoring our women with leadership potential. We have also increased the proportion of female delegates in our leadership development programmes, and will ensure that this continues. We hope that this, in time, will increase the number of women in senior roles.

To keep us on track with our plans, our boards regularly monitor the numbers of women joining our business, the roles they do, their grade levels, and levels of promotion in comparison to men.

We want to be a leader in our industry and that's why we are headline partners with Construction News on the 'Inspire Me' campaign, which aims to encourage women to seek leadership roles in construction.





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