

REPORT 2023

WILLMOTT DIXON
INTERIOR

fully complete
Michael's Hospital



Gender Pay Gap



WILLMOTT DIXON

SINCE 1852

Positive progress



Our latest Gender Pay Gap report, which includes figures from three companies within the Willmott Dixon Group, again shows continued progress in reducing our gender pay gap.

This underlines a consistent trend since we started reporting in 2017 and reflects the progress we are making towards achieving gender parity at Willmott Dixon by 2030.

Currently, 31.7% of our team are women, compared to 24% in 2018, the year that we announced our gender parity aspiration. In 2023, 53% of our management trainee intake were women, taking the total women trainees in our business to 48%, compared to 27% in 2018.

Alongside successfully attracting more women into the business, a key driver in our reducing pay gap is an increase in the proportion of women in senior-level roles. An example is our largest subsidiary business, Willmott Dixon Construction, where in April 2023, 14.6% of our people in senior roles were women, compared to 6.3% in 2017, when we first reported our GPG figures.

Highlights in the past year

We're making headway in our priority to increase the number of women in leadership roles, especially on project delivery teams.

The overall increase in the number of women within core construction disciplines has increased by 181% since 2012. Likewise, it's also about promoting our women leaders as role models to inspire others. For International Women's Day in March, we had nine of our women leaders share their stories and give practical hints and tips on career progression via a series of Team-based webinars watched by over a hundred of our people.



Our award-winning Women's Leadership Programme is providing an important leadership pathway. Since its launch in 2021, 52% of women who have completed the programme have been promoted or progressed their career in a different role, and we intend that over 100 women undertake this programme by 2030.

Industry recognition

Another important feature to us in how we can make construction a more diverse place to work is our support for pan-industry initiatives. Alongside our longstanding support for the Inspiring Women in Construction and Engineering initiative, now in its sixth year, we became one of the first companies to sign up to *Property Week's* Inspiring Diversity in Property campaign. Other notable accolades include a place, for the fourth time, in *The Times* Top 50 employers for women (now known as *The Times* Top 50 for Gender Equality) and appearing as the highest placed UK construction company in the *Financial Times* Diversity Leaders list.

There is more to do, and I hope to be reporting continued significant progress next year. In the meantime, I would like to thank my colleagues on our Diversity Steering Group and within our People team for their work supporting colleagues around the country in creating the environment for the excellent improvements already made.

Graham Dundas | Chief Executive



What we report

Graham Dundas signed statement

Reporting requirements

Figures and narrative

Tackling gender representation



Our Construction, Interiors and, for the second time, our Holdings businesses, all had more than 250 employees on 5 April 2023. Therefore, the figures for all three businesses will be reported externally this year.

The difference between Gender Pay Gap (GPG) 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 women and men 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 parity. If there are any differences it is due to factors such as qualifications and experience, not gender.

Our 2023 Figures

About our

Hourly Rate Gender Pay Gap (GPG) Figures

Our GPG figures show a continuing decline over time. The primary reason for this is the increase of women in our business, particularly in senior roles, which typically attract higher hourly rates of pay. In Construction in April 2023, 14.6% of our people in senior roles were women, compared to 6.3% in 2017. This is a positive indication that our strategies to attract and retain more women in our business are having an impact on our pay gaps.

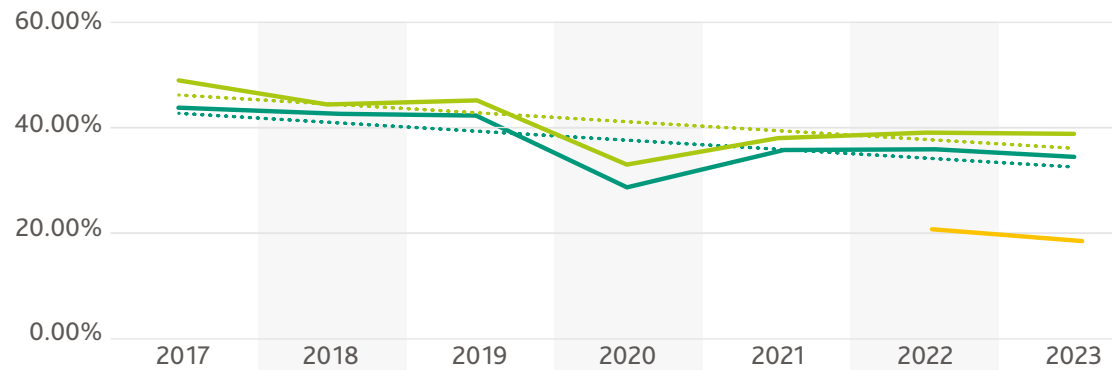
Our Holdings business provides the support functions to both Construction and Interiors. The median GPG in Holdings is our lowest GPG within Willmott Dixon, reflecting the higher numbers of women in senior positions within this business.

GPG % difference in hourly rate

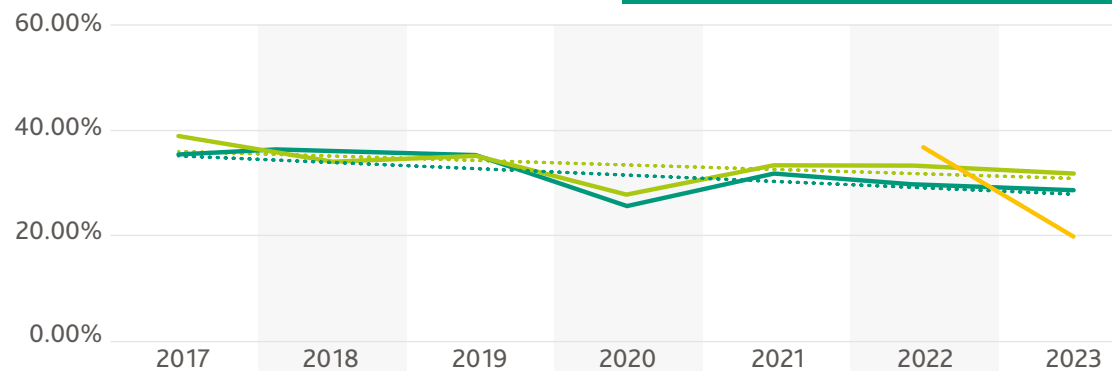
Company	Mean	Median
Construction 2023	28.72	34.66
Interiors 2023	31.69	38.75
Holdings 2023	20.01	18.37

Our Gender Pay Gap Over Time

Median Gender Pay Gap Over Time ¹



Mean Gender Pay Gap Over Time ¹



- Construction
- Interiors
- Holdings
- Linear (Construction)
- Linear (Interiors)

¹ Our 2020 figures were significantly reduced due to a proportion of our business being on furlough in April 2020.

2022 was the first year that Holdings GPG was reported

continued
Our 2023 Figures

About our **Bonus** GPG figures

The median bonus gap within Construction has improved since 2022 which reflects the growing proportion of women in the business. However, we still have a significant number of women in lower paid roles, or working flexible working patterns, which continues to impact both the mean and median figures. Our Holdings business has the lowest median bonus pay gap, reflecting the higher numbers of women employed in this business.

Bonus GPG % difference in bonus pay

Company	Mean	Median
Construction 2023	61.66	45.88
Interiors 2023	35.58	38.73
Holdings 2023	69.35	30.15



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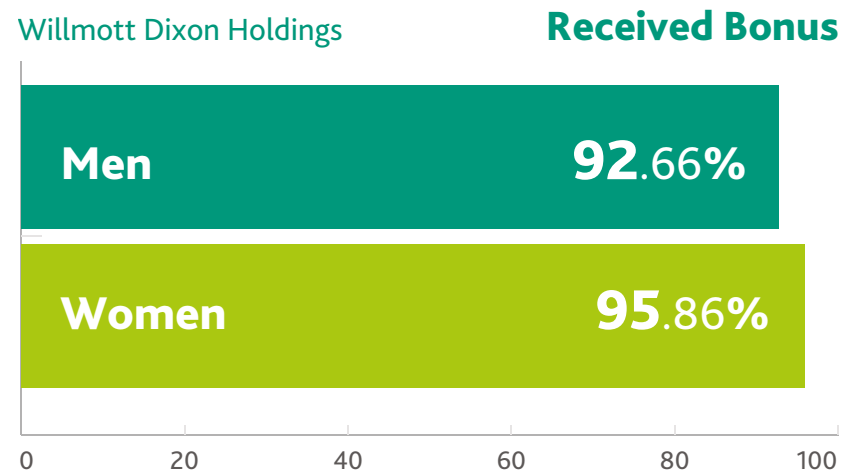
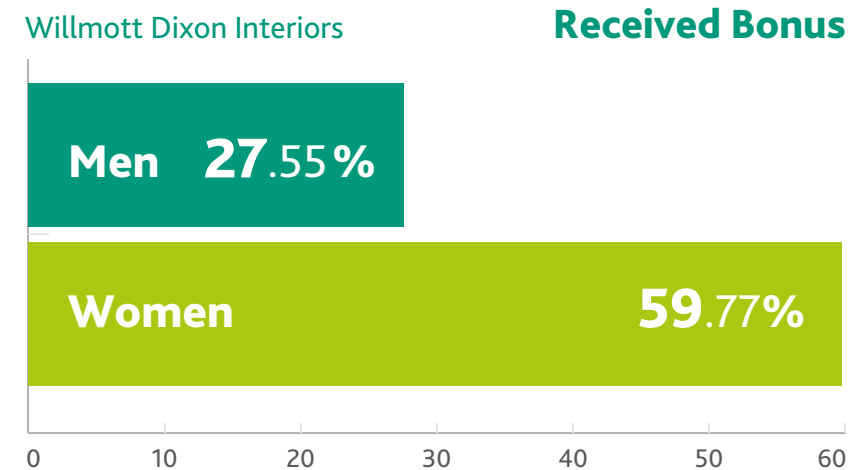
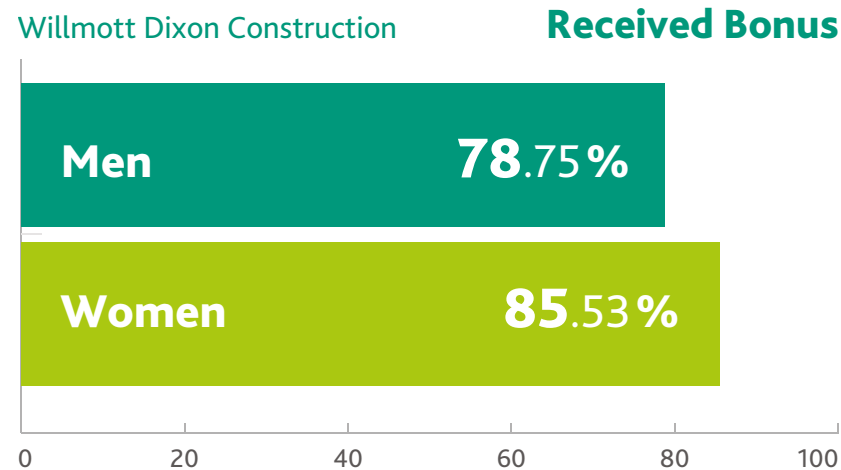
Reporting requirements

Figures and narrative

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About the **Proportion of People** receiving a bonus



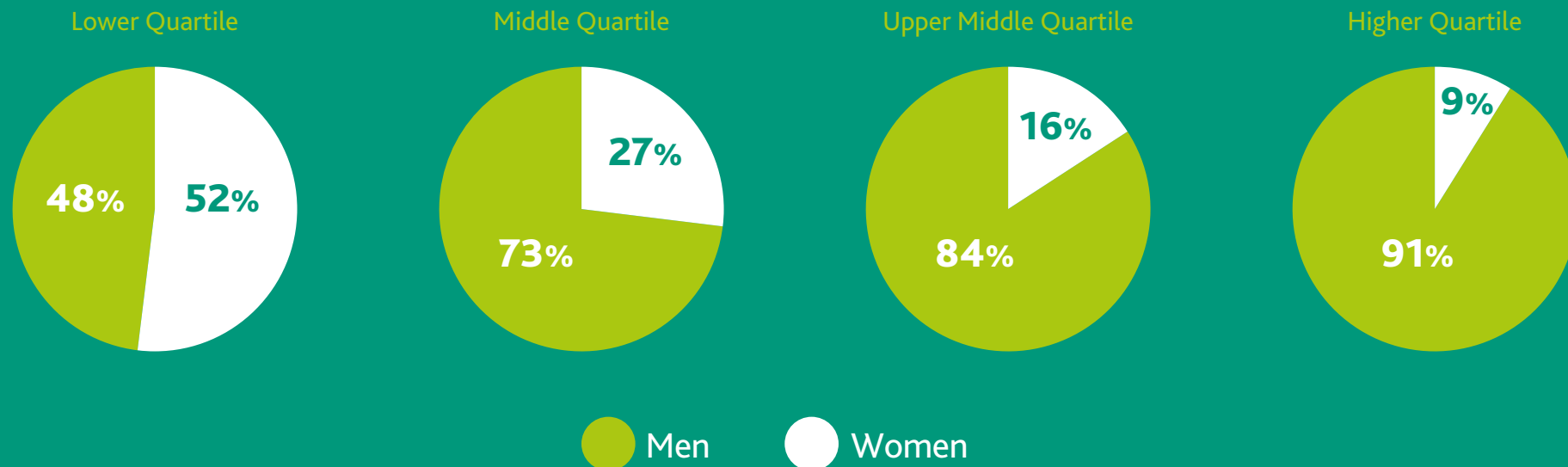
Overall, fewer bonus payments were made, which has caused the proportion of those receiving a bonus in Interiors to significantly reduce.

More of our women than men received a bonus in our Construction, Interiors and Holdings businesses. Various factors could be contributing towards the difference between men and women, including our bonus waiver (salary sacrifice) scheme which more of our men participate in. A cost-of-living payment was also made to individuals most likely to be impacted by the cost-of-living crisis, which was proportionately paid out to more women.

About our **Quartile Ranges**

The percentage of women in each quartile continues to improve overall, particularly the lower middle quartile in Interiors, which has seen a 35% increase since 2022. Our Holdings business has the highest proportions of women in the upper middle and higher quartiles.

Construction Pay Quartiles:





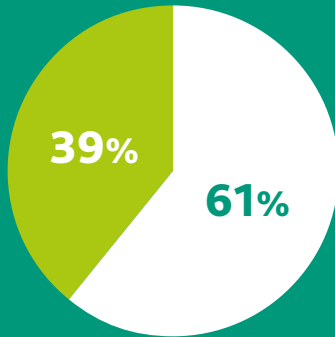
Men



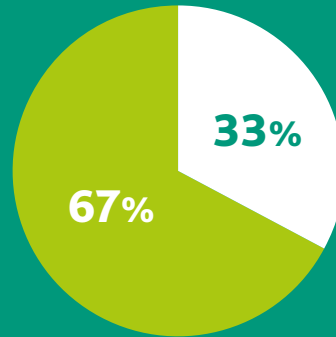
Women

Interiors Pay Quartiles:

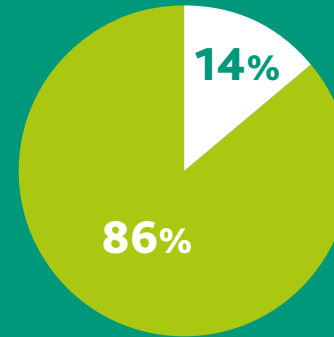
Lower Quartile



Middle Quartile



Upper Middle Quartile

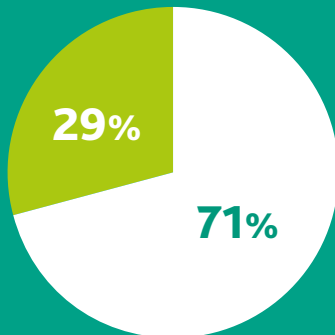


Higher Quartile

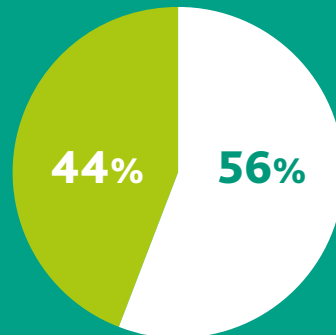


Holdings Pay Quartiles:

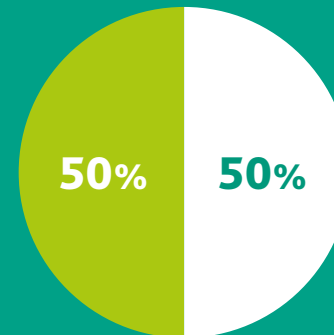
Lower Quartile



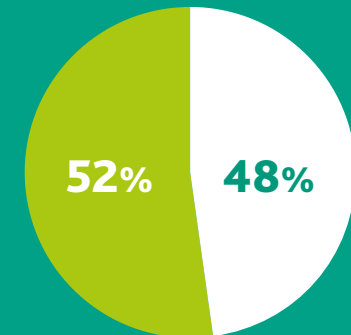
Middle Quartile



Upper Middle Quartile



Higher Quartile



Reaching gender parity across our business by 2030

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Reporting requirements

Figures and narrative

Tackling gender representation

Our key gender objectives:

50% of our people will be women by 2030.

50% of our new management trainees will be women each year.



Our aim for gender parity across our business by 2030 has meant our focus on gender continues. In December 2023, 31.7% of our workforce were women, an increase from our 2018 baseline of 24%. The proportion of women in our senior roles has risen which helps to reduce our gender pay gaps as well as ensuring we have complementary, high performing teams.

Since 2018, we have averaged an intake of 45.8% women to our management trainee programme each year. We are proud that 47.8% of all trainees are now women compared to 26.6% in January 2018.

Women who have been part of our management trainee community are developing their careers within our core construction disciplines and are gradually moving into more senior roles. Overall, since 2012, the number of women in these disciplines has increased by 180.7%.

In 2023, 53% of management trainees we recruited were women.

Actions we took during 2023

During 2023 we focused on making sure our current initiatives to attract women into our company and into senior and construction-based roles were effectively embedded and progressing across the business.

We continued to invest in our award winning Women's Leadership Programme which has had a real impact on developing our women into more senior roles. Since its launch, 52% of women who completed the programme have now either been promoted or have progressed to a different role of their choosing. The aim is to support 100 women through this programme by 2030, which we are on target to achieve.

We are delighted that three women joined the Holdings Board in 2023, which means that 40% of our main Board are now women. All our regional Construction Boards also have female representation.

We continue to establish affinity groups, including our 'menopause cafe' which is run regularly for our women and men as allies. We continued our commitment with the Menopause Workplace Pledge, promoted a menopause film and a subsidised menopause health plan. Alongside this we continued to run other events to attract young people into the industry, such as Career Advisor Days.

We continue to sponsor the Construction News Inspire Me programme.





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We celebrated a year of our enhanced family leave benefit, where we increased our paternity and maternity leave and pay. The positive impact has been felt by parents across the business, with colleagues saying:

“ I am really proud to work for a company that supports their women and understand that not all of us have the financial security to take a year off mostly unpaid. By bringing in these changes, Willmott Dixon has made the dream of a career and family much more achievable and I am eternally grateful.

“ I had assumed as I was in my probation period that I wouldn't be entitled to any paternity leave so on joining the company I was amazed to be told I was entitled to eight weeks! Additionally, the flexibility to work some days from home at Willmott Dixon enables me to support my wife in nursery drops offs and pickups, flexing my working time to ensure I am no less productive but benefit from a far better work life balance.

We continued with our rolling programme of Maternity Returners Workshops, which run in parallel to our line managers workshops, helping ensure a smooth transition back to work for our new mums.

Summary & Close

We believe the future success and sustainability of Willmott Dixon is through having a diverse and inclusive workforce, representative of society. This is why our company values and our diversity strategy focus on building complementary and diverse teams. Our people scored diversity and inclusion at 94% in our latest employee survey, with 95% of women stating, 'I have the support and trust I need to work in an agile way', demonstrating that we are living by our values. Our efforts have also been recognised externally:

- with recent accolades at the Inspiring Women in Construction and Engineering Awards, and one of our female trainees being shortlisted as a Rising Star at the Black Professionals in Construction Awards.
- a place, for the fourth time, in The Times Top 50 employers for women (now known as The Times Top 50 for Gender Equality).
- appearing in the Financial Times Diversity Leaders list for the fourth time.

Our focus on gender is a long-term strategy and it is encouraging that our gender pay gaps are showing a downward trend, reflecting our work to encourage more women into our business and developing them into more senior roles.



GENDER PAY GAP
REPORT 2023



WILLMOTT DIXON

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