



WILLMOTT DIXON

SINCE 1852



Gender pay gap Report





Achieving a better gender balance



This is the second time we have published our Gender Pay Gap (GPG) figures for our Construction company and it shows some interesting trends.

The figures for our Construction business, as at April 2018, show a reduction in the difference between men and women for median hourly pay, while the difference in the mean rate grew slightly.

However, these marginal changes mask some important trends we are starting to see across our Group, not just Construction, in relation to the gender diversity of our people and how this will impact on future GPG reporting.

Tackling gender diversity is not new ground for us. We've been mindful that with women comprising only one in four of our workforce, that ratio must change if we are to progress and get better as a business. That's why we set the aim of being gender balanced by 2030, to act as a catalyst for how we inspire and reach out to more women.

Importantly, this does not mean any form of 'positive' discrimination; instead we'll be achieving our aim for gender balance through a variety of means. This includes showing that our company is one where people from all parts of society can enjoy a rewarding and balanced work life. My aspiration is for you to enjoy a 'career of a lifetime' with us and I was incredibly proud to see our company recently listed 4th in the Sunday Times Top 100 Best Companies to work for list.





Trends

Judging by our latest GPG report, we're heading in the right direction to achieving better gender balance. In 2018, we recruited more women across all of Willmott Dixon - a percentage increase from 31% to 35% - while 51% of our management trainee intake were women.

Initiatives like agile working and our Welcome Back returners programme are making a difference, as is the rise in female role models who are inspiring others by demonstrating the many career paths in our company.

The higher proportion of women joining is reflected in an increase in all four pay quartiles. The rise in women in the lower quartiles shows our success in attracting women into roles at the start of their careers, like management trainees. We're also really pleased to see growth in the proportion of women in our higher pay quartiles too; a result of more women progressing into senior roles. We had 21% more women in senior grades in 2018 than in 2017, and we promoted 33% more women.



When you put this into wider context, the imperatives for getting this right are clear. The CITB is predicting that 168,500 construction jobs will be created over the next five years, with construction employment reaching 2.79 million by 2023.

Making Willmott Dixon's workforce representative of all parts of society, across all levels of our business, is one way we can overcome this skills challenge. That's why the quartile trends in this year's GPG report, as much as the actual figures, are so important; they show Willmott Dixon is attracting, promoting and developing more women than ever before.

Rick Willmott
Group Chief Executive





What we report?

Our Construction business has more than 250 employees and so their figures are reported in this document.

The difference between Gender pay gap and equal pay

GPG reporting is different to equal pay. 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 this is the case. If there are any differences it is due to factors such as qualifications and experience, not gender.

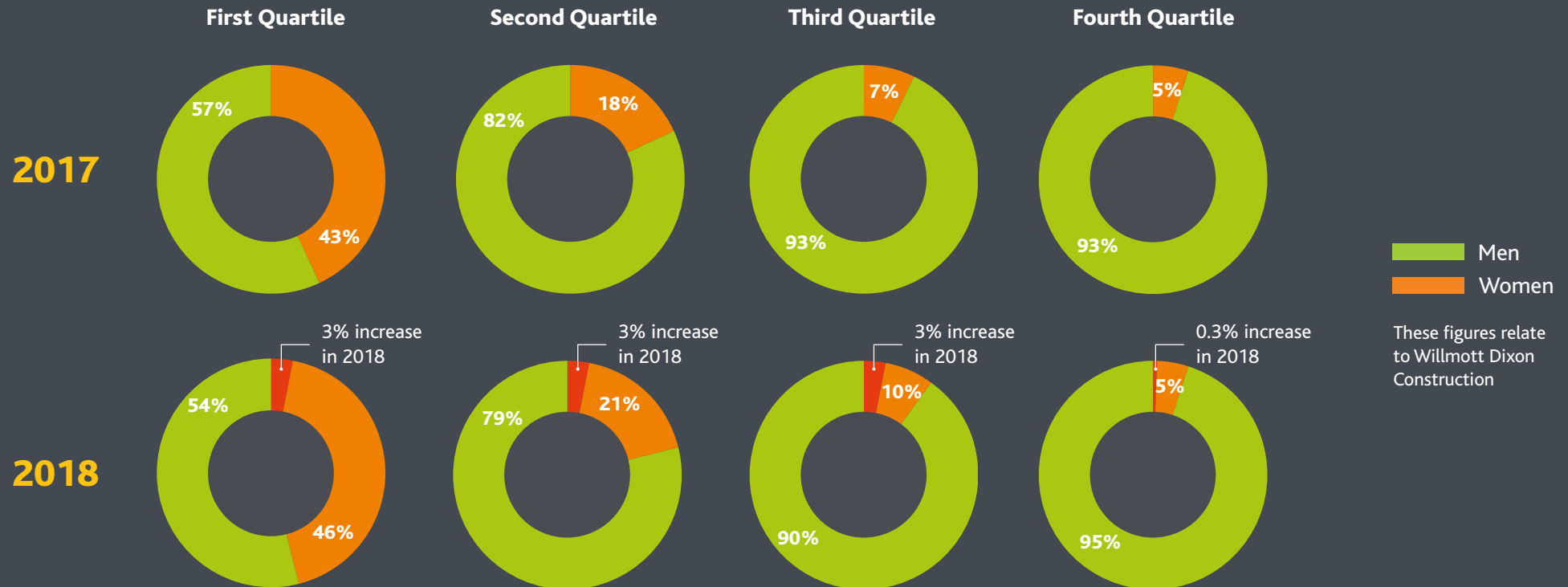




Our quartile ranges

The proportion of women in all our quartiles has increased because we are recruiting more women at all levels in the business. The increase in the proportion of women in the lower quartiles reflects the fact that we are recruiting more women into roles at the start of their careers, for example, management trainee roles.

We're really pleased to see growth in the proportion of women in our higher pay quartiles in 2018. This is because we now have more women progressing their careers into senior roles; we had 21% more women in senior grades in 2018 than in 2017, and we promoted 33% more women*.





Our hourly rate gender pay gap (GPG) figures

Our hourly rate figures remain similar to 2017. Pay gaps still exist because, whilst we continue to develop and promote women through the business, we still have more men in senior roles.

Whilst our mean figure has increased slightly, we're encouraged to see a reduction in our median figure.

It is important to note that these figures relate to April 2018, so they are a snapshot of the past and not the present. Throughout 2018 we recruited more women into our business as a whole – the percentage of women we recruited in 2018 increased from 31 to 35% – and 51% of our management trainee intake were women*. It will take time for our new recruits to develop into more senior roles and so it will take time for our gender pay gaps to close.

GPG

% difference in hourly rate

Mean

Median

Willmott Dixon
Construction 2018

36.20 **42.86**

Willmott Dixon
Construction 2017

35.45 **43.46**

Bonus GPG

% difference in bonus pay

Mean

Median

Willmott Dixon
Construction 2018

68.50 **51.40**

Willmott Dixon
Construction 2017

64.69 **48.17**





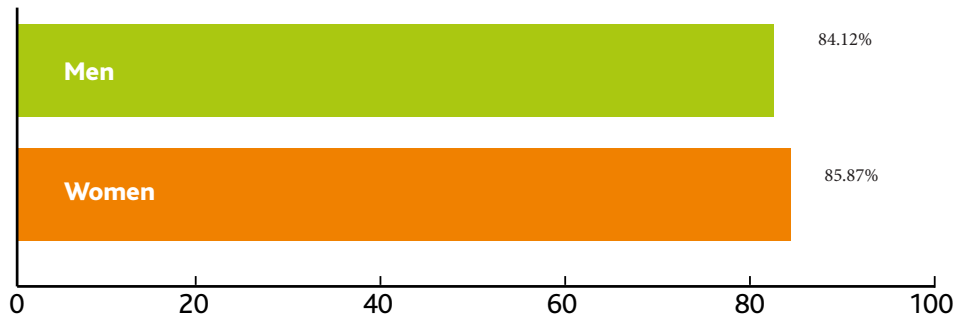
Our bonus GPG figures

The gender bonus gaps have increased because of our strong business performance in the year to April 2018. Our bonuses are calculated as a percentage of salary, so the high bonus gap reflects the fact that we currently employ more men in senior (more highly-paid) roles.

The proportion of our people (men and women) receiving a bonus reduced in 2018. This is as a result of the housing re-organisation. We anticipate levels to increase again next year.

Willmott Dixon Construction

% Who Received A Bonus





A career of a lifetime

Willmott Dixon aims to be a place of fairness, inclusion and respect, where all our people can develop a career of a lifetime with us. We have a strong commitment to diversity in our People Strategy for a number of reasons:

- ➔ **We believe that diverse, complementary teams are the most effective.**
- ➔ **We believe that diverse, complementary teams make better business decisions.**
- ➔ **We need to increase 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.**
- ➔ **It is important to our customers.**



Women only make up just over 12% of the construction industry. We're determined to tackle this industry-wide problem, in line with our values and commitment to diversity. Over a quarter of our workforce are women, but we want more of our women to develop their careers with us so we have a better representation of women across all levels of our business. This helps us build complementary teams and helps the industry to close the skills gaps.





Our aim of reaching gender parity by 2030

We're the first company within our sector to publicly commit to achieving gender parity at each grade within our business by 2030. We have measures in place to achieve this aim and we believe that, over time, our gender pay gaps will reduce because we will have a higher proportion of women in senior roles.

We know we have a long way to go, but we can already see that we're making progress towards gender parity because:

Men
Women



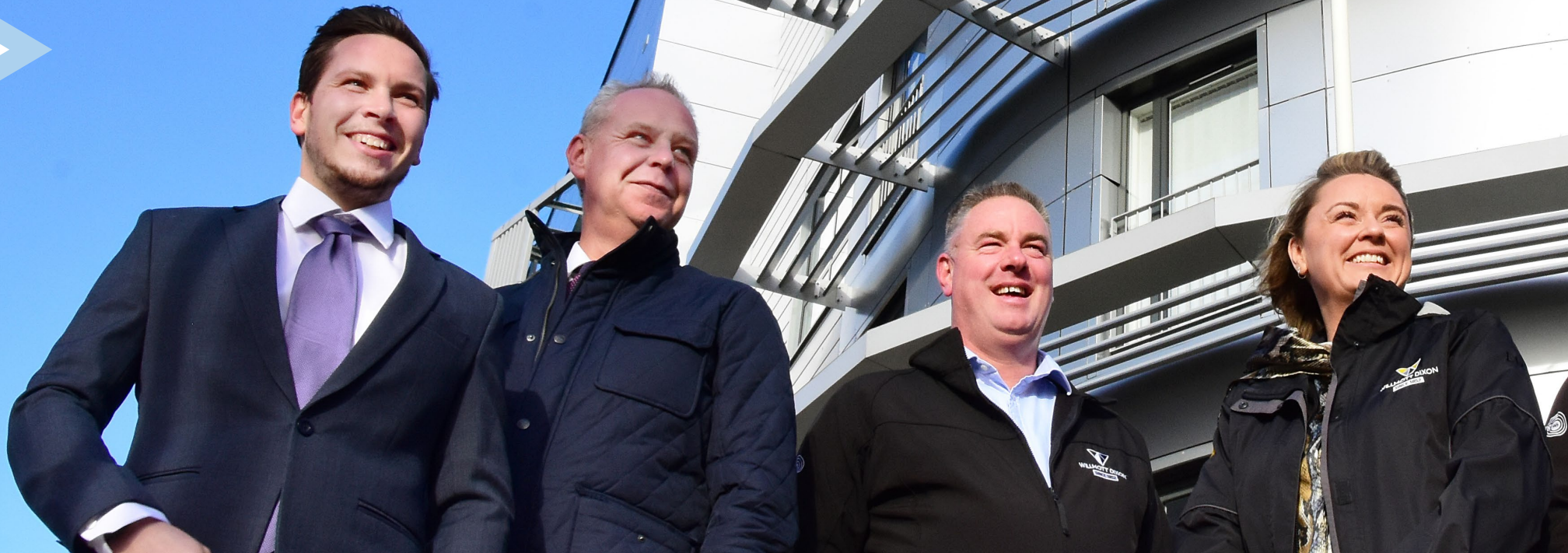
The number of women in our workforce has been steadily increasing over recent years, and in 2018 the percentage of women in our workforce **increased to 25.5%***.

At the end of 2018 we had a higher proportion of women in almost all of our grades than in 2017*. In particular we had **21%* more women in senior grades** and this has had a positive impact on the proportion of women in our higher pay quartiles. This, we believe, will improve our GPG figures over time.





Actions we have taken so far to help us achieve gender parity, and our plans for the year ahead.





1. Driving actions

Our Gender Diversity Steering Group is in place to help us achieve our aims and targets, supported by Local Action Groups across the business. These groups have local action plans that are aligned to our aims and targets and they address how we can make our business and our working environment more attractive to a wider range of people.

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





2. Promoting inclusivity

We believe that creating an inclusive working environment is key to tackling gender balance, and closing the gender pay gap. We use campaigns such as National Inclusion Week to reinforce messages around everyday inclusion and expected behaviours. This year we organised a range of roadshows and activities, as well as launching our 'Inclusion' film that uncovered some of our own people's views and experiences regarding inclusion and gender diversity and what more can be done to promote inclusivity within our business.

We continue to monitor behaviour in the workplace through our anonymous engagement survey which includes questions about inappropriate and intimidatory behaviour.

To reinforce our commitment to complementary teams, while highlighting the need for respectful and appropriate behaviours, we made our 'Respect in the Workplace' film mandatory for all new starters, and plan to incorporate it within our site induction process on any new projects. In



order to help make changes throughout the industry, we ran Diversity and Inclusion Workshops with our preferred supply chain partners and we provided them with the Respect in the Workplace film to use as a resource.

To help identify any hidden barriers to improving gender balance, we will deliver mandatory unconscious bias training throughout the business during 2019. This will help to ensure that decisions relating to recruitment and promotion are free of gender bias.





3. Reaching out to more women

Last year we set ourselves a target for 40% of our management trainee intake to be women in 2018. We're really proud that we actually achieved 51%!* We are aiming to reach 50% again in 2019 and beyond.

The percentage of women recruited in 2018 increased from 31% to nearly 35% in 2018*. We achieved this by advertising roles using a variety of different media to widen the recruitment pool and we updated our adverts to ensure that they are appealing to both men and women.

In 2018 we successfully launched our 'Welcome Back Programme' which is for anyone returning to work from a career break. A number of women, who did not previously have a construction background, have joined the business



through this programme and are starting to develop their careers with us.

Our local offices have been working to establish partnering relationships with local schools/colleges, promoting construction careers. As part of this, we have run a number of Enterprise days at all-girls schools, showcasing careers in construction.

All our management trainees become Construction or STEM Ambassadors so that they can act as role models during school visits.





4. Retaining women

Research shows that men and women are seeking greater flexibility from their workplace. We're actively promoting agile working throughout the business and we've been piloting it at some of our sites. We've developed our own Agile Working Toolkit to help managers implement agile working practices and we helped BuildUK to develop their Agile Working Toolkit so that it can be used to encourage agile working in the industry.

We hope that by having agile working practices, we'll not just make our business an even better place to work, but we'll encourage more people from wider parts of society to join our business, stay with us, and progress into senior roles. From our engagement survey, 82%* of our people agree with the statement 'I am supported to work in an agile way'.

We're continuing to build upon our family friendly policies by creating support materials for those taking family leave and for their managers. For example, we have developed 'return to work' materials to support managers who have a team member returning after a period of absence. We also developed tools for managers to help support fathers and partners who are expecting children, to ensure they feel supported through the transition to parenthood.

We've seen the people turnover for our women decrease over the last year and we hope to see this reduce further in coming years.





5. Developing and promoting women

The number of women promoted in 2018 increased by nearly 33%* on the previous year and the number of women in senior roles increased by 21%*. This is reflected in our GPG quartile ranges, where the proportion of women in the higher pay quartiles has increased on 2017. We expect this to have a positive impact on our GPGs over time.

In line with our value to 'promote from within where we can', we are sponsoring and/or mentoring our women with leadership potential and we have increased the proportion of female delegates in leadership development programme. Our main board are personally committed to sponsoring senior women within our business and our first woman was promoted to our main board in 2018.

* based on data from Willmott Dixon Construction, Holdings and Interiors.



We have produced a series of short films showcasing our senior women to help inspire others. Also, for the second year running we are sponsoring the Inspire Me campaign with Construction News, which aims to encourage women to seek leadership roles in construction.



WILLMOTT DIXON

SINCE 1852

Registered office:

Spirella 2, Icknield Way, Letchworth Garden City,
Hertfordshire SG6 4GY

Registered Number: 0198032

Telephone: 01462 671852 **Fax:** 01462 681852

www.willmottdixon.co.uk

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