

# Gender Pay Gap

REPORT 2020



WILLMOTT DIXON

SINCE 1852



## Covid's challenges do not diminish our focus on achieving gender parity

Our commitment and focus on creating a diverse and inclusive workforce remains undiminished by the pandemic, and I'm pleased to see our Gender Pay Gap (GPG) continues to narrow, with our hourly 'mean' and 'median' GPG rate reducing further compared with 2019. We are determined this will continue.

## Pandemic's impact

The introduction of furlough and a broad array of pay cuts for a short period last year, to limit the pandemic's impact on our business, has distorted our hourly rate figures. This was because those on furlough were excluded from the hourly rate GPG calculations as they did not receive full pay, which led to an increase in the mean and median hourly rate of pay of our women. Similarly, as directors (of which the majority are currently men) took the brunt of temporary pay cuts, this too impacted the figures.

Of course 2020 was an exceptional year and we were therefore keen to review, in parallel, how our pay gaps would have fared under normal

circumstances and were encouraged to see that even if the pandemic hadn't skewed our figures slightly, our pay gaps would still have reduced and the proportion of women in the higher pay quartiles were continuing to rise.

## Looking ahead

The narrowing in our GPG is backed up by some encouraging trends that include:

- more women now being employed in almost every grade compared with our 2018 baseline
- the percentage of women in construction-related roles in our business increasing by 126 per cent between 2012 and January 2021
- achieving gender parity in our annual management trainee intake

We were delighted to gain CITB funding in 2020 to support our Women's Leadership Programme for 2021, another important initiative to give our women a solid platform for career growth into senior roles. And, our continued presence in The Times Top 50 Employers for Women in the UK further underlines our commitment to achieving the 50/50 gender split by 2030.

I'm proud of the energy and dynamism I'm seeing in our leaders and in our people to ensure we achieve that goal.

**Rick Willmott, Group Chief Executive**



## What we report

Both our Construction and Interiors businesses had more than 250 employees on 5 April 2020 and so their figures must be reported externally this year.

## The difference between 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. Gender pay gaps are naturally distorted in organisations that employ more women than men or, as in our case, more men than women.

Equal pay is about ensuring women and men are paid equally for doing equal work. We are confident that our women and men 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 relevant qualifications and experience, not gender.

## About our hourly rate gender pay gap (GPG) figures

### GPG % difference in hourly rate

	Mean	Median
Willmott Dixon Construction 2020	25.85	28.77
Willmott Dixon Construction 2019	35.40	42.10
Willmott Dixon Interiors 2020	27.76	33.19
Willmott Dixon Interiors 2019	35.09	44.98

Our hourly rate GPGs in 2020 were distorted by the impact of Covid-19; particularly as a result of the furlough process and company-wide pay cuts. To protect jobs and the business, almost a third of our workforce went onto furlough during April 2020 and because these people did not receive full pay, they were required to be excluded from the hourly rate GPG calculations.

As a result, our hourly rate GPGs have reduced significantly when compared to 2019 because the effect of excluding those on furlough was to increase the mean and median hourly rate of pay of our women, which in turn has reduced our pay gaps. The figures have also been impacted by the temporary pay cuts that were taken during that time; particularly by our directors (more of whom are currently men) who took a greater reduction in pay.



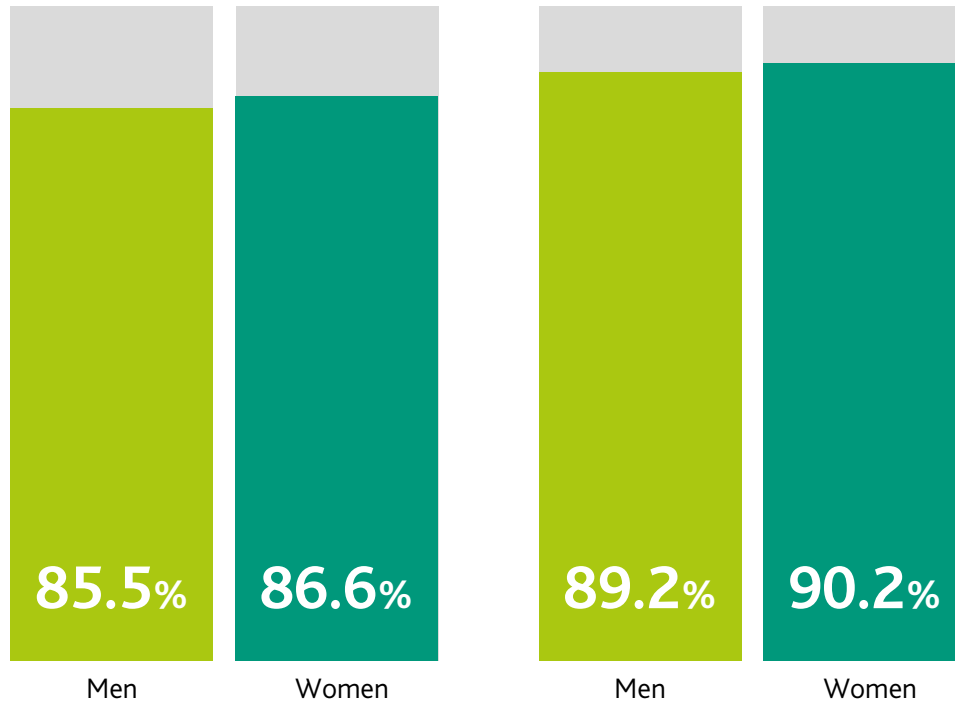
## About our bonus GPG figures

The gender bonus gaps have remained steady when compared to 2019. However, with a growing proportion of women moving into more senior roles, and therefore receiving higher bonuses, the effect is to reduce our mean gender bonus gaps. But, with more women than men working in lower grade roles, or part-time, there is a corresponding impact on our median bonus gap figures.

### Bonus GPG % difference in bonus pay

	Mean	Median
Willmott Dixon Construction 2020	64.92	49.06
Willmott Dixon Construction 2019	66.70	47.68
Willmott Dixon Interiors 2020	46.12	46.79
Willmott Dixon Interiors 2019	48.16	45.50





## About the proportion of people receiving a bonus

The proportion of our people (women and men) receiving a bonus reduced slightly in 2020 because fewer bonuses were paid out; however more of our women than men received a bonus.

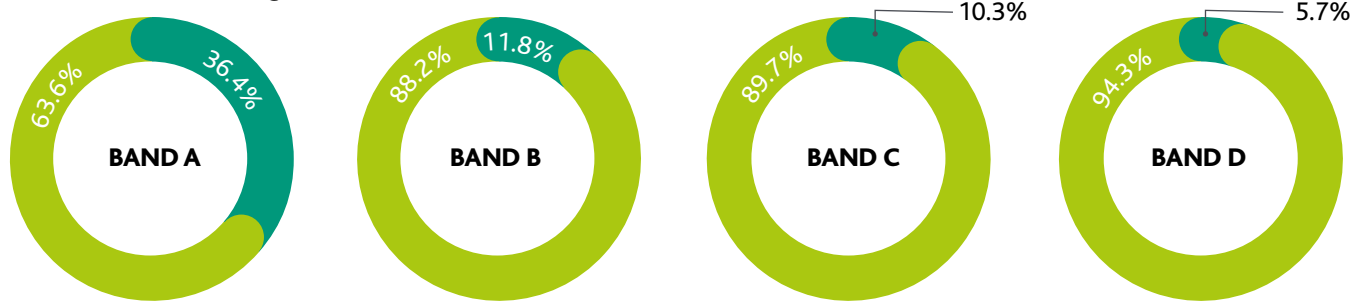
**Willmott Dixon Construction**  
% Who Received A Bonus

**Willmott Dixon Interiors**  
% Who Received A Bonus

## About our quartile ranges

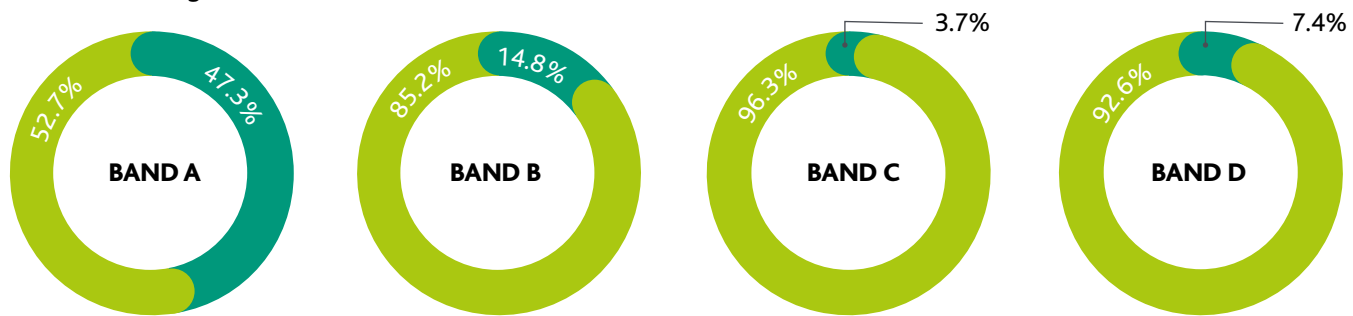
The proportion of women in our pay quartiles has been impacted by furlough and temporary pay reductions. In particular, the exclusion of people who were on furlough from the quartile calculations (because they did not receive full pay) has caused some displacement across the quartiles, so the figures shown are not a true reflection of our work to achieve gender balance.

### Construction Pay Quartiles



We have carried out a discrete exercise to determine what our pay quartiles would have been under more normal circumstances and from these figures, we're encouraged to see that the proportion of women moving into the upper or higher pay quartiles is increasing.

### Interiors Pay Quartiles



Men  
Women

## Reaching gender parity across our business by 2030

Our key gender aims:

- ▶ **50%** of our people will be women by 2030.
- ▶ **Female management trainee** intake to achieve 50% each year; we achieved 51%\* in 2018 and averaged 45%\* over the last three years.

We believe the future success and sustainability of Willmott Dixon is through having a diverse and inclusive workforce representative of society, which is why our company values and our gender diversity strategy focus upon building complementary and diverse teams.

Back in 2018 we were the first construction company to set ourselves the ambitious aim of achieving gender parity by 2030. The percentage of women has increased in almost every grade since 2018 and the percentage of women in our senior grades has continued to increase despite the exceptional circumstances we faced in 2020. Our commitment did not waiver and was, in fact, reaffirmed by our Board during the pandemic.

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





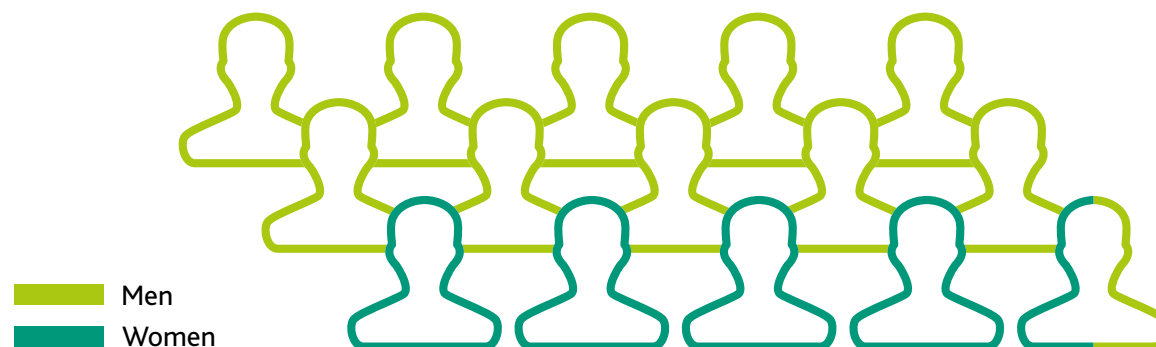
## Reaching gender parity across our business by 2030 (cont.)

As a result of our continued commitment, the percentage of women in our business has remained steady (at 27%) and we continue to see more women employed in almost every grade from our 2018 baseline. Women who have been part of our management trainee community are moving through the grading structure as they progress their careers with us.

We're pleased to see that the number of women in operational roles, particularly assistant building managers/building managers roles, has tripled in the last two years and the number of female assistant estimators/estimators has doubled. Overall, from 2012 to January 2021, the percentage of women in construction-related roles in our business has increased by 126%.\*

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

We have again seen an increase in the proportion of women in senior management grades; an increase from 12.5% in 2020 to nearly 14% in January 2021. We monitor promotions by gender and report this to the Board monthly. **The proportion of women being promoted has increased from 25% to 30% since 2019.\***



In 2020, due to the pandemic, our overall recruitment levels were 66% lower than normal. However, to September, 60% of the women recruited were into more senior roles compared to 43%\* in 2019.



## Actions we took during 2020

We have introduced a range of pioneering initiatives over recent years to benefit our people and to encourage more diversity and inclusion. Despite an unprecedented year in which we faced many challenges, we seized the opportunity to embed changes to working practices by bolstering our agile working and homeworking arrangements and introducing a homeworking allowance. These changes are designed to assist our people with working more flexibly both now and in the future.

To support women on sites we have ensured that appropriate and discrete female facilities (toilets/changing/sanitary) are provided as standard. Alongside this, we are developing a range of site wear tailored for women. Most recently we have gained CITB funding to develop a Women's Leadership Programme to support the progress of high-potential women into leadership roles.

Not only will this help to provide a balance of behaviours, perspectives, and insights at a senior level, it will also help to inspire more women to choose construction as a career. Over time these initiatives will help to reduce our gender pay gaps as year-on-year we will have a higher proportion of women in senior roles.

## Summary & close

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In recent years, the success of our women has been recognised externally, with accolades at the Women in Construction, Inspire Me and Construction News Awards.

This year:

- we achieved a place in the Sunday Times Top 50 employers for women list for the third year running.
- for the second year running, we were the highest placed UK contractor in the Financial Times Diversity Leaders list out of 850 companies across Europe.

Despite the unusual circumstances and challenges in 2020, we are as committed as ever to our aims to achieve gender balance and we are continuing to make progress towards closing our gender pay gap.



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