

Gender Pay Gap

REPORT 2021

Long-term trends are encouraging



As we look beyond the pandemic and return to some degree of normality after a very challenging two years, the long-term underlying trend with our Gender Pay Gaps (GPG) continues to show real progress.

While our 2021 GPGs have increased compared with the previous year, it's important to note the 2020 figures were distorted by the impact of furlough and temporary pay cuts. If these impacts are removed, our GPGs would still have narrowed in 2020, with that downward trend continuing this year, emphasising the headway made since our first report for 2017.

What is clear is that our focus to increase the number of women in mid to senior-level roles is now starting to show real results, as you'll read in our report.

We invest a lot of time changing traditional unfavourable perceptions about working in the construction industry, so that even more women in the future will regard Willmott Dixon as a place where they can enjoy a long and successful 'career of a lifetime'.

Part of this is how we embrace change to remain a dynamic and flexible working environment. I'm pleased that 2021 saw us become one of the first companies to introduce a homeworking allowance to support more agile working, with 75% our people now working from home at least one day a week.

Investing in future leaders

In 2022, we will welcome the second cohort on our Women's Leadership Programme, developed in partnership with Cambridge University, which supports high-potential women into leadership roles; our aim is that 100 women will do the programme by 2030. The focus on gender parity in our future leaders is further reflected by our management trainee scheme, where 22 out of 45 joiners last year were women.

Being visible is important, and our presence for the third time in The Times Top 50 Employers for Women list is recognition of the huge effort our team are making in shaping Willmott Dixon as a place where all people can thrive.

Rick Willmott, Group Chief Executive



What we report

Our Construction business and our Interiors business each had more than 250 employees on 5 April 2021 and so their figures have been 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. 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.

About our hourly rate gender pay gap (GPG) figures

In comparison to our 2020 figures, our mean and median gender pay gaps increased in 2021. However, our figures for 2020 were unusual because of the impact of furlough and temporary pay cuts.

When compared to pre-2020 figures the overall trend shows that our gender pay gaps are falling steadily. The primary reason for this is because there has been an increase in the number of women in our business, particularly in our senior roles. In April 2021, 17.3% of the women in Construction were in senior roles, compared to 14.2% in April 2019. In our Interiors business, 14.5% of the women were in senior roles in April 2021, compared to 12.3% in April 2019. Those in more senior roles typically have a higher hourly rate, and more women on higher hourly rates reduces our gaps. This is positive news and indicates that our work to attract and retain women is starting to have an impact on our pay gaps.

OUR 2021 FIGURES

GPG % difference in hourly rate

	Mean	Median
Willmott Dixon Construction 2021	31.70	35.71
Willmott Dixon Construction 2020	25.85	28.77
Willmott Dixon Interiors 2021	33.13	37.97
Willmott Dixon Interiors 2020	27.76	33.19

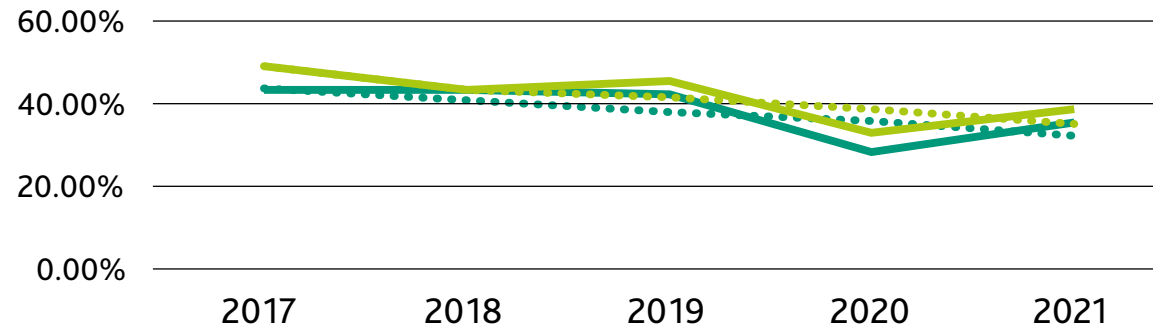


Our GPG trend since 2017

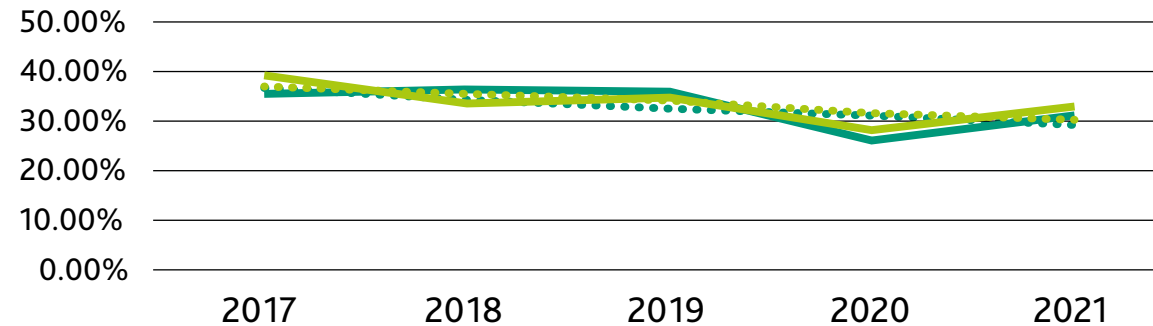
These charts show the downward trend of our GPG statistics since the first report published for 2017.

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

Median Gender Pay Gap Over Time



Mean Gender Pay Gap Over Time





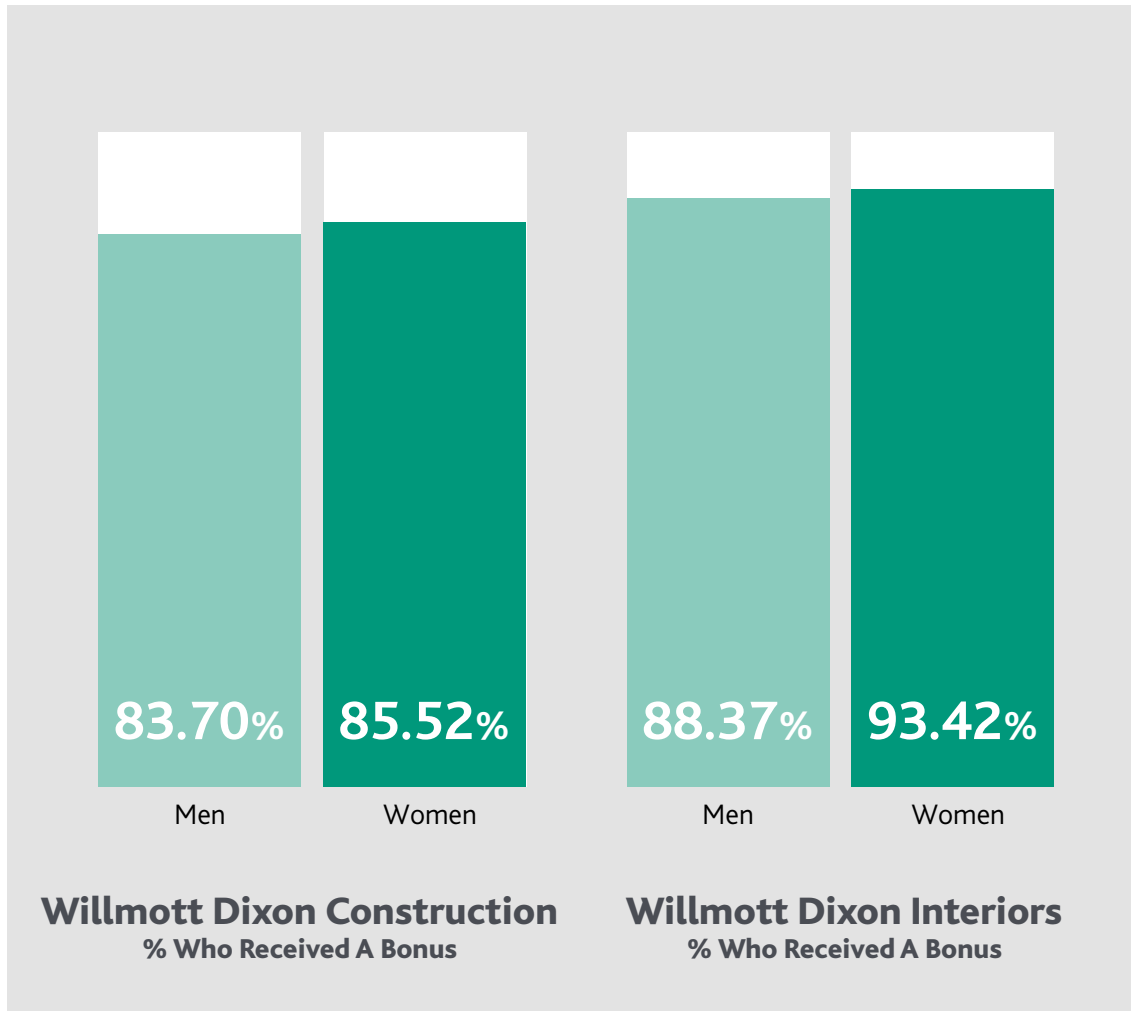
About our bonus GPG figures

The mean and median bonus gaps have improved since both 2019 and 2020. The growing proportion of women moving into more senior roles, and therefore receiving higher bonuses, is reducing our gender bonus gaps. However, we still have a significant number of women in lower grade roles, or working part-time, which continues to impact both the mean and median figures.

BONUS GPG

% difference in hourly rate

	Mean	Median
Willmott Dixon Construction 2021	61.33	46.74
Willmott Dixon Construction 2020	64.92	49.06
Willmott Dixon Interiors 2021	41.46	41.53
Willmott Dixon Interiors 2020	46.12	46.79



About the proportion of people receiving a bonus

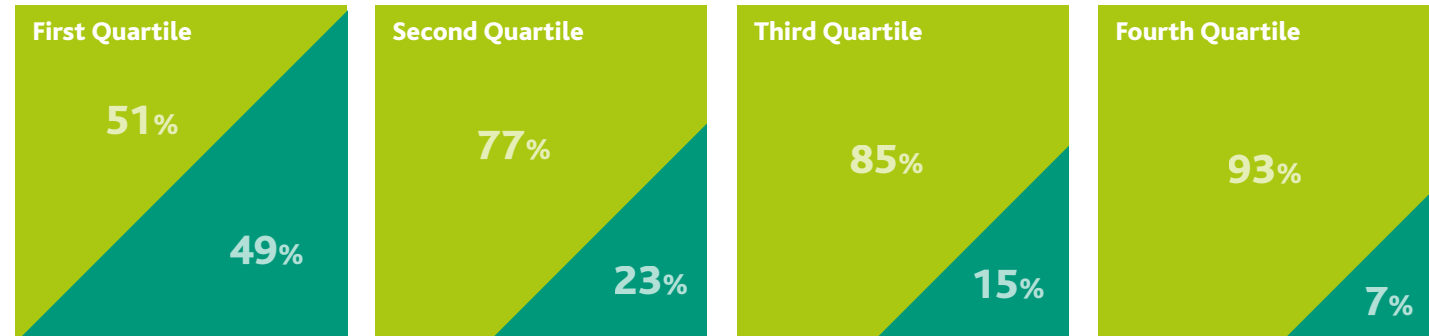
The proportion of our people (men and women) receiving a bonus reduced slightly in 2021, however more of our women than men received a bonus.



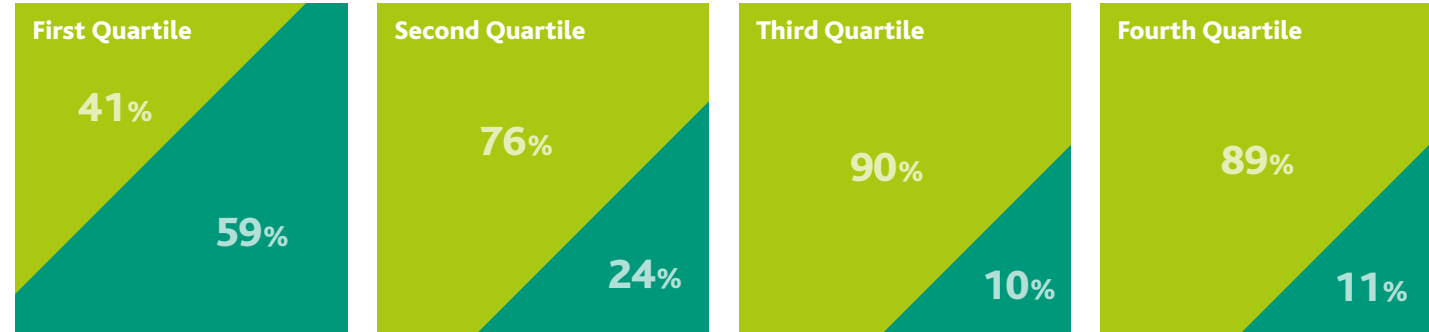
About our quartile ranges

Overall, the percentage of women in each quartile has improved since 2020, although, again in 2020 the quartiles were very much displaced and so the changes are not representative. When compared to 2019, most of our Construction business' quartiles have improved, particularly the upper middle quartile. At Interiors the biggest improvement was in the highest quartile.

Construction Pay Quartiles



Interiors Pay Quartiles



Men Women

Reaching gender parity across our business by 2030



Our key gender objectives:

50% of our people will be women by 2030.

Female management trainee intake to achieve 50% each year.

Our aim for gender parity across all grades by 2030 has meant a firm gender focus during 2021. In December 2021, 29.1%* of our workforce were women (up from 26.9%* in December 2020) and we continue to see more women employed in every grade from our 2018 baseline. The proportion of women in our senior grades is increasing and this is helping to reduce our gender pay gaps.

We set ourselves a target that 50% of our management trainee intake will be women and in 2021 we achieved 49%*; 22 out of 45. We are proud that 48.5%* of all trainees are women compared to 26.6%* in January 2018.

Women who have been part of our management trainee community are developing their careers within all of our core construction disciplines, and are gradually moving into higher graded roles. Overall, since 2012 the number of women in our core construction disciplines has increased by 148%*.

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

Actions we took during 2021

95%* of our women said they felt supported and trusted to work in an agile way.

We recognise the importance of creating a culture where agile working is the norm, regardless of whether you work in one of our offices or on site. From January 2021, we formally embedded homeworking and introduced a homeworking allowance, which is not pro-rated for those who work part-time, most of whom are women.

As a result, at the end of September 2021, 87%* of our women, including a number of our site-based people, now work from home at least one day a week.

Through our annual survey, 95%* of our women said they felt supported and trusted to work in an agile way.

A comment from one of our women:

"Agile working is really improving, it's just the way we work now!"

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

We continue to run campaigns to ensure our people are inclusive and respectful in their behaviours. We have inclusive site facilities and PPE that is tailored for our women.

To support a future generation of women leaders, we launched a pioneering CITB funded Women's Leadership Programme that included our supply chain. It is already helping to support the progress of high-potential women into leadership roles, with a number promoted to senior positions and three women have joined our regional boards, meaning that all boards have a woman represented on them. We aim to support 100 women through this programme by 2030.



Actions we took during 2021 continued

To attract people from outside our industry, we developed a construction skills conversion programme and have continued with our Welcome Back returner programme. Through these targeted recruitment strategies and through embedding agile working, 2021 was a record-breaking year for the percentage of women joining our business (46%)*. 60%* of these were recruited into more senior roles, compared to 43%* in 2019.

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

Senior leaders have had regular speaking roles on webinars for Construction News' Inspiring Women in Construction campaign which we have continued to sponsor (see picture below of Rick Lee speaking at its conference in November).

We also helped develop and are signatories of Construction News' Inspiring Women in Construction pledge, and shaped the CIOB's Equality, Diversity and Inclusion charter, which was launched in October.



Summary & close

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. This has been recognised externally:

- Our Chief People Officer, who was awarded an OBE on 1st January 2021 for services to business and equality, represents the construction industry on the Government's Women's Business Council to share best practice on attracting and retaining women in work.
- We again achieved a place in the Times Top 50 employers for women.

We are as committed as ever to creating a welcoming and inclusive environment where everyone can thrive and have the career of a lifetime. The gender pay gap trends shown in this report are encouraging and demonstrate that our efforts to close the gaps are starting to bear fruit.



Registered office:

Suite 201, The Spirella Building,
Bridge Road,
Letchworth Garden City,
Herts SG6 4ET
Registered Number: 0198032

Telephone: 01462 671852

Fax: 01462 681852

www.willmottdixon.co.uk



Follow us on:



WILLMOTT DIXON

SINCE 1852