



WILLMOTT DIXON

SINCE 1852

Gender Pay Gap

REPORT 2022



Moving ahead

I'm pleased to say our 2022 Gender Pay Gap report shows a continuing decline in our gender pay gap since we started reporting in 2017. This year, for the first time, our figures include that of our Group company Willmott Dixon Holdings, alongside our Construction and Interiors businesses.

Our narrowing gap reflects progress in several areas, one of which is a steady increase in the proportion of women who work in our company, which is now over 30%. Importantly, we are also seeing an increase in the number of women in senior roles, a key driver in our ambition to achieve gender parity across all levels by 2030. A good example is our Willmott Dixon Holdings main board, where 40% of the board's composition are women.

Another indicator is the gender mix we are attracting with our trainee intake. Since 2018, we have averaged an intake of 44.4% women to our management trainee programme each year. This now means that 44.7% of all trainees are women, compared to 26.6% in January 2018.

New ideas and more progress

We are working hard to showcase our company to a new generation of women. Winning the Best Big Company to Work For category at the 2022 Best Companies awards is a huge part of this, alongside appearing in both *The Times* Top 50 employers for women and *Financial Times* diversity leaders lists.

Equally important is our collaboration with peers across the industry to share best practice and learning. Our role as a lead partner in the Inspiring Women in Construction and Engineering campaign run by *Construction News* and *New Civil Engineer* allows us to learn and share ideas, which informs our future strategy.

We have also recognised the need to do more work on race and ethnicity and have started working with Black Professionals In Construction (we are a member company) to support us in this.

This is all supported by our Diversity Steering group, which is providing excellent leadership in guiding our journey to gender parity. I look forward to more progress next year.

Rick Willmott, Group Chief Executive



What we report

Our Construction, Interiors and, for the first time, our Holdings businesses all had more than 250 employees on 5 April 2022. 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.



About our hourly rate gender pay gap (GPG) figures

Our GPG figures show a continuing decline over time. The primary reason for this is an increase in the number of women, particularly in senior roles, which typically attract higher hourly rates of pay. In Construction in April 2022, 12.7% of our people in senior grades 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.

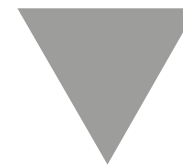
Our Holdings business provides the support functions to both Construction and Interiors. The median GPG in Holdings is our lowest GPG within Willmott Dixon, reflecting the higher numbers of women in senior positions within this business.



OUR 2022 FIGURES

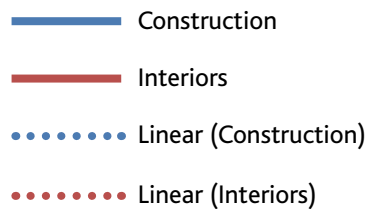
GPG % difference in hourly rate

	Mean	Median
Construction 2022	29.93	35.86
Interiors 2022	33.34	39.12
Holdings 2022	36.62	20.38



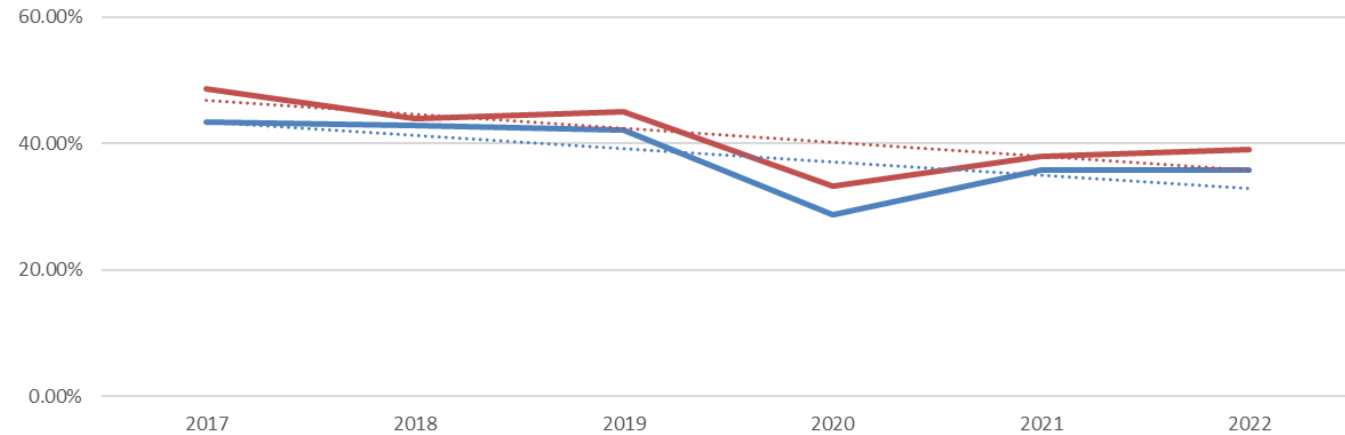
Our GPG trend since 2017

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

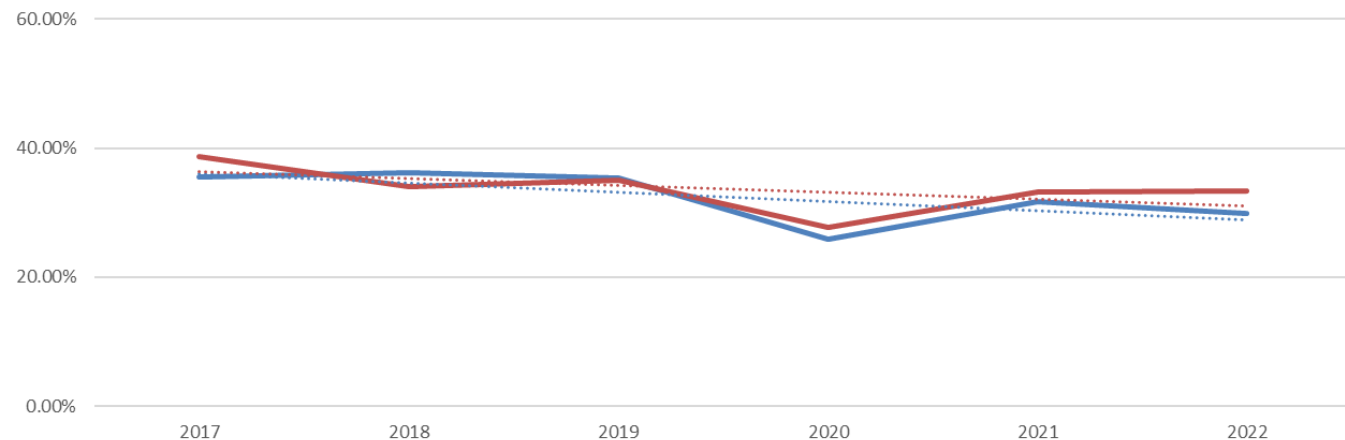


Our 2020 figures were significantly reduced due to a proportion of our business being on furlough in April 2020.

Median Gender Pay Gap Over Time



Mean Gender Pay Gap Over Time



About our Bonus GPG figures

The median bonus gap within Construction has improved since 2021 which reflects the growing proportion of women in the business. 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. Our Holdings business had the lowest median bonus pay gap, reflecting the higher numbers of women employed in this business.



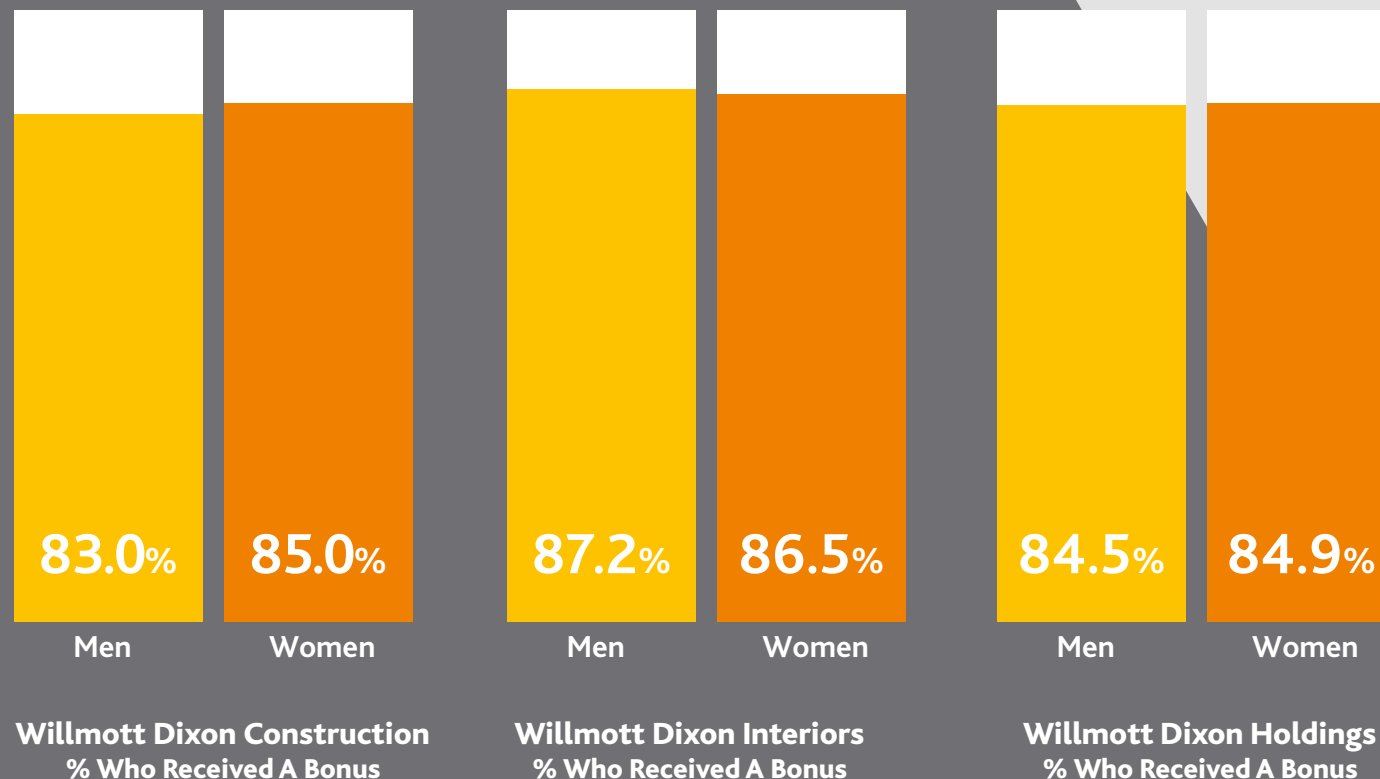
BONUS GPG 2022 FIGURES

Bonus GPG % difference in bonus pay

	Mean	Median
Construction 2022	63.09	46.28
Interiors 2022	47.06	52.81
Holdings 2022	61.00	34.68



About the proportion of people receiving a bonus



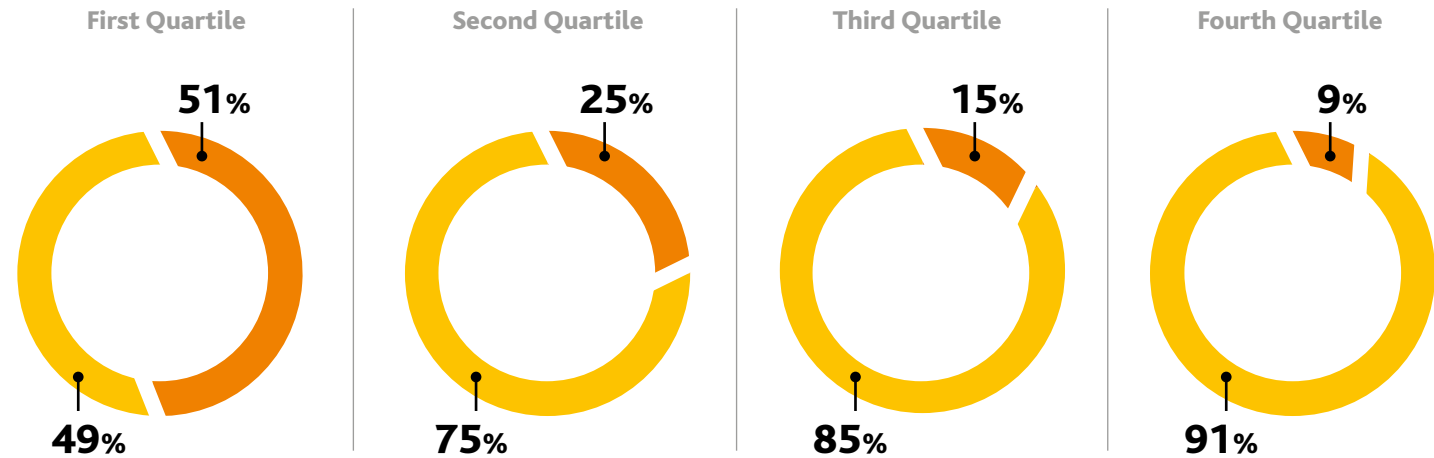
More of our women than men received a bonus in our Construction business, and the proportions were almost equal within Holdings and Interiors. Overall, the number of people receiving a bonus has reduced since 2021, partly driven by the higher number of new starters in the first quarter of 2022 compared to 2021 who would not have been eligible for a bonus payment.



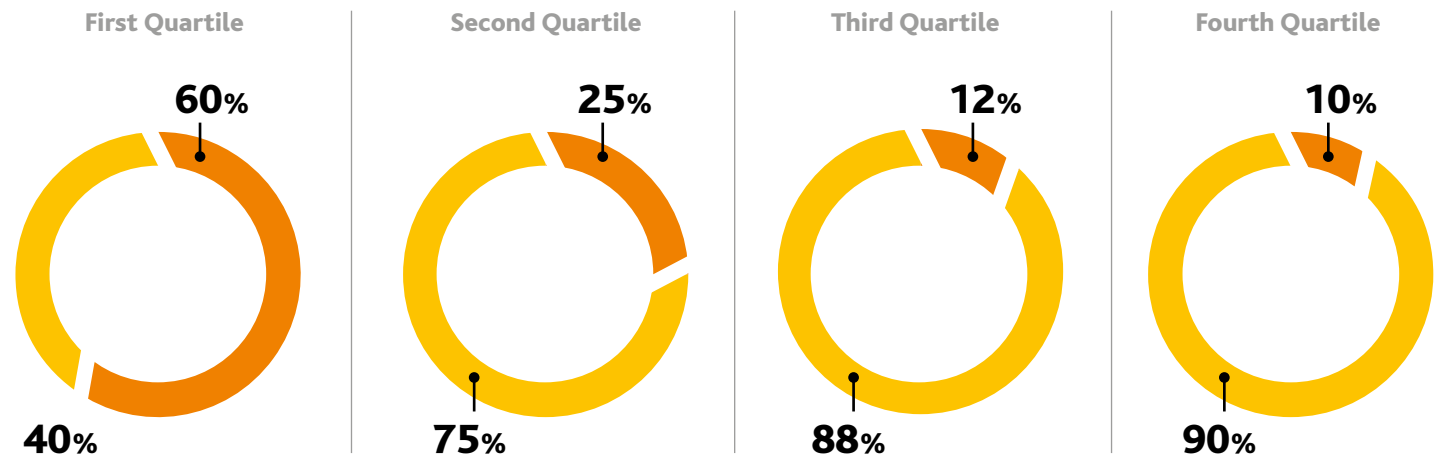
About our quartile ranges

The percentage of women in each quartile continues to improve overall, particularly the higher quartile in Construction which has seen a 30.8% increase. This reflects the higher numbers of women we now have in senior roles.

Construction Pay Quartiles



Interiors Pay Quartiles



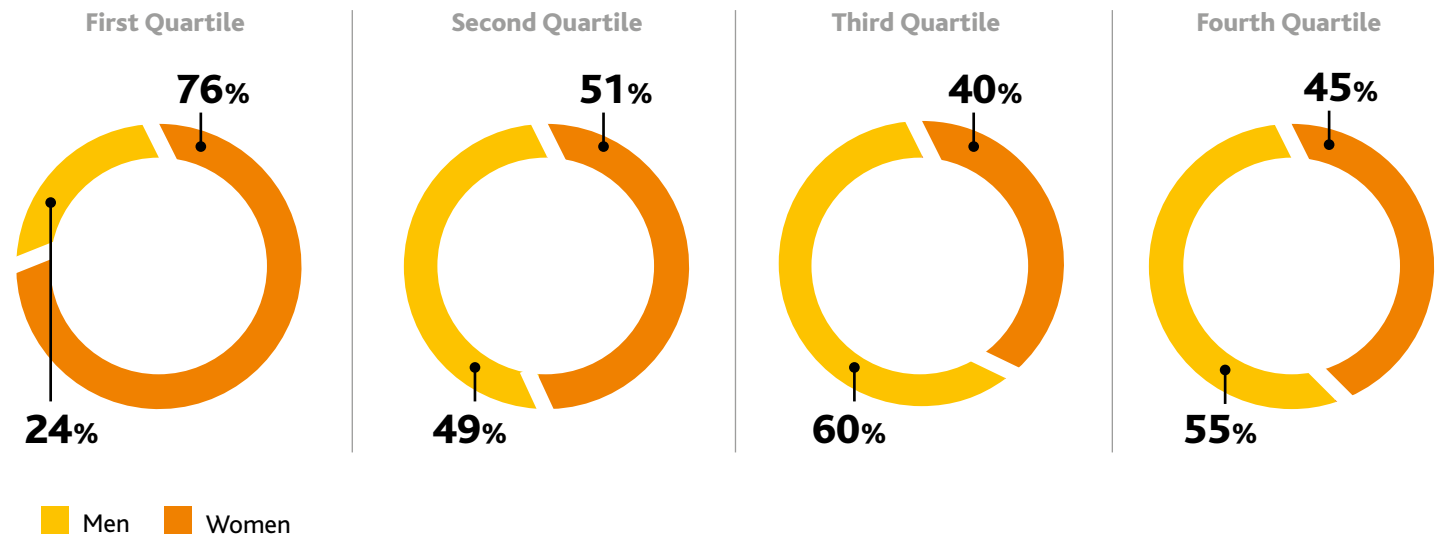
Men Women

About our quartile ranges

Our Holdings business has the highest proportions of women in the upper middle and higher quartiles.

In April 2022, 37.3% of our people in senior grades in Holdings were women.

Holdings Pay Quartiles



Reaching gender parity in each grade of our business by **2030**



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 by 2030 has meant our focus on gender continues. In December 2022, 31.1% of our workforce were women (up from 29.1% in December 2021) and we continue to see more women employed in every grade from our 2018 baseline. The proportion of women in our senior grades has increased 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 44.4% women to our management trainee programme each year. We are proud that 44.7% 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 202%.



Actions we took during 2022

During 2022 we continued to invest heavily in our initiatives to try and encourage more women both into our company and into more senior and construction-based roles. One initiative was the development of our construction career change programme which is running successfully throughout the business.

We are delighted that three women joined the Holdings Board in 2023, which means that 40% of our main Board are now women. We now have women on all our local boards.

During 2022 our Women's Leadership Programme won the 'Excellence in Business Culture' award at the Inspiring Women in Construction and Engineering awards and the programme is having a real impact on developing our women into more senior roles: 67% of women from the first cohort have now either been promoted or changed roles. The aim is to support 100 women through this programme by 2030.



40%

of our main Board
are now women.



Actions we took during 2022 continued

During 2022 we enhanced our family leave benefits further for our people, including increasing our paternity leave and maternity leave pay. We hold maternity workshops for both women returning from maternity leave and their managers, to help ensure a smooth and successful transition back to work.

Agile working continues to be seen as the norm for our people on site and in our offices, supported by our homeworking allowance.

"After nearly 19 years with the business I am expecting my first child in July this year. The new paternity policy to help support my partner and get to know my son is amazing. I'm so excited to spend this time with him. What a fantastic company to work for!"
quote from our employee survey



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. Our people scored our focus on diversity and inclusion at 95% in our latest employee survey, demonstrating that we are living by our values. Our efforts have also been recognised externally:

- We won the Best Big Company to Work For in the UK at the 2022 Best Companies awards, the first construction company to do so.
- We again achieved a place in The Times Top 50 employers for women for the fourth year in a row.
- We have also appeared in the Financial Times diversity leaders list for three years

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.



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