



Fairness, inclusion and respect at Willmott Dixon

Our commitment to equality,
diversity and inclusion



WILLMOTT DIXON

SINCE 1852

Foreword

By Rick Willmott

To enable our Company to be a place where our people feel challenged, content and included, we have placed **equality, diversity and inclusion at the heart of everything we do**. We have long held the belief that diverse, complementary teams are the most effective and this belief is embedded in our values.

Our Charter is an integral part of our People Strategy. It is communicated to our people, our customers, our supply chain partners and the general public to encourage everyone to play their part.

We acknowledge our wider social responsibility by:

- Supporting our customers in their diversity and inclusion agendas when needed.
- Supporting our supply chain partners to implement diversity policies for their own workforce.
- Recognising the diversity of the communities where we operate and striving to deliver what they really need with compassion and consideration.

Through our Diversity Steering Group, progress is reported regularly and our approach adapted, where appropriate, in the light of our own people's experiences, customer feedback and legislative changes.

Whilst the Managing Directors of our local company offices are accountable for ensuring the implementation of this Charter throughout their teams, the responsibility for making it happen lies with everyone at Willmott Dixon.



Rick Willmott
Executive Chairman

Contents

04

What does fairness, inclusion and respect mean at Willmott Dixon?

12

How does Willmott Dixon deliver its commitments?

20

How do we make sure we are always improving?

What does fairness, inclusion and respect mean at Willmott Dixon?



What does fairness, inclusion and respect mean at Willmott Dixon?

Having a workplace where people:

- **Create an inclusive environment** to attract and recruit people to build complementary teams reflective of the communities we work in.
- **Are considerate** and thoughtful of how others may wish to be treated.
- **Value** those they work with – everyone has different skills and experiences that contribute to our overall success.
- **Respect** their colleagues and create an atmosphere where all can succeed – whoever we are and regardless of our background.
- **Work together** to improve the image of our industry and make construction an industry everyone wants to work in.

We are committed to ensuring that we do more than just meeting our legal obligations with regards to the protected characteristics.

We recognise that diversity goes beyond visible differences and extends to the intersection of various identities, such as race, gender, ethnicity, sexual orientation, disability, age and religion. Our commitment to intersectionality acknowledges the unique experiences and challenges faced by individuals with multiple identities, and we aim to create a workplace that celebrates and leverages these differences.

WE DO THIS SO THAT...
our people are engaged,
loyal and committed.



What does fairness, inclusion and respect mean at Willmott Dixon?

It's a core part of our values:

Our values have always emphasised the importance of our people in all that we do. Human Touch, Relationship Focused, Intrapreneurial and Direct, Visible and Preserve our Environment.



Human Touch

- Health and safety always comes first.
- Recognise 'it's all about people'.
- Complementary teams are the most efficient.
- Promote from within where we can.
- No better place to develop a career.
- Challenged but contented.
- Enhance diversity.



Relationship Focused

- Like-minded customers are critical assets.
- Align behaviour with business goals.
- Build long-term loyalty.
- Make the supply chain a reflection of the company.



Intrapreneurial and Direct

- Investors in great ideas.
- Promote change for the better.
- Ask "is this in the company's best interest?"
- Stretching performance, robust measurement.
- Incentives for all, success shared.



Visible

- Value and promote our brand and heritage.
- Community engagement matters.
- Be recognised as industry leaders and market influencers.
- Encourage 'Localism'.
- Clear vision effectively communicated.
- Demonstrable professional and ethical integrity.



Preserve our Environment

- Committed to ongoing waste reduction.
- Determined to reduce our carbon footprint.
- Procuring resources on a sustainable basis.
- Awareness and adoption of best practice.

**Complementary teams
are diverse teams.**

What does fairness, inclusion and respect mean at Willmott Dixon?

Having a positive impact on our industry by:

- Working with our customers, supply chain partners and our wider industry to make sure we are always improving the industry's approach to fairness, inclusion and respect.
- Adapting our approach to meet the needs of the diverse communities we partner with.
- Providing an environment and support so people can develop their skills and flourish.
- Targeting recruitment to employ local people and enhance diversity where we can.

WE DO THIS SO THAT...
our industry is representative of
the communities in which we work.



How does Willmott Dixon deliver its commitments?



How does Willmott Dixon deliver its commitments?

In our sites and offices we:

- Ensure all of our people receive training that goes beyond our legal obligations to embed fairness, inclusion and respect as part of our culture.
- Ensure our management development programmes and training support our approach.
- Have equality and diversity and dignity at work policies that ensure our people understand our expected standards.
- Ensure training, promotion and opportunity are all given solely on merit.
- Raise awareness of unconscious bias.



How does Willmott Dixon deliver its commitments?

In our industry we:

- Support our customers with their diversity and inclusion agendas.
- Work with our supply chain partners to implement diversity policies.
- Play an active role in leading the industry in diversity and sharing our learning.
- Have apprenticeship programmes, whose participants are drawn from the communities in which we operate.
- Have a team of ambassadors working with schools to improve the image of the industry and to attract new entrants.
- Make available key aspects of our training to our supply chain partners.
- Support access to careers in our industry.
- Provide training in skills to support industry growth via apprenticeships, traineeships, sponsorships and company training.



How does Willmott Dixon deliver its commitments?

In our communities we:

Consistently engage with our communities and strive to create a lasting positive impact, based on local need. This can include initiatives such as:

- Providing work experience opportunities.
- Developing a suite of tailor-made employability programmes aimed at both attracting the next generation into a career in construction or supporting those furthest from the job market into sustainable employment.
- Refurbishing community buildings or organising events and fun days.

We do this in a respectful, fair, and inclusive manner and ask the people who we work with in our communities to let us know how we did so that we can learn and improve.

Ensuring we are making a difference:

The Willmott Dixon Foundation leads the business to make a positive difference. We achieve this by focussing on three key areas:

- **In our communities** – Our communities include a diverse range of people, so we research and listen carefully to understand differences and where we can have the most impact.
- **In our own business** – Our ambition is to ensure our business processes and purchasing decisions have a positive impact, for example, through spending with local and social businesses, repurposing IT equipment to tackling digital poverty and collaborating with other industry leaders to implement diversity policies and manage the risk of modern slavery with our supply chain partners.
- **In supporting people in their careers** – We believe that everyone should have access to not just a job but a good quality career. We have set ourselves stretching careers targets since 2013 to help deliver this.



How do we make sure we are always improving?



How do we make sure we are always improving?

Through our Diversity Steering Group, we monitor and evaluate a range of areas in our action plan in order to ensure that we are living up to our commitments. We set stretching targets to improve and ensure that we never let our standards slip.

Our aim is to have gender parity in our workforce by 2030. In March 2024, 32% of our people were women.

- We have a target that 50% of our management trainee intake each year will be women. In March 2024, 46% of our trainees were women.
- We aim to support 100 women through our award winning Women's Leadership Programme by 2030. 32 women have completed the programme so far, with 55% promoted or progressing their career in a different role of their choosing.
- We monitor and measure a range of diversity ratios on a quarterly basis, which are reviewed at Board level.
- We are taking action to close our gender pay gap and our figures show a continuing decline over time.
- Our people engagement scores measure respect, fairness and equal opportunities. We expect an increase year on year.
- Merit-based access to recruitment, promotion and training is measured through objective performance criteria.
- We ensure that relevant training is undertaken on a regular basis.





If you would like this information in another format or in another language, please contact our Group People team on

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