



WILLMOTT DIXON

SINCE 1852

Gender Pay Gap

REPORT 2024

Shaping our future



Our 2024 report shows that measures we have introduced to support our goal of gender parity by 2030 continue to have a positive impact on our gender pay gap.

Key to narrowing the gap is increasing the number of women in senior leadership roles. This starts at the top, and the proportion of women on our main Board is now 36.4%, while our regional Construction boards include at least one woman.

Another development within our Construction business saw the number of women in senior roles rise to 15% and 48% of our management trainees are now women, up from 27% in 2018.

By the end of 2024, almost 33% of our workforce were women, up from 24% in our 2018 baseline year when we set the gender parity target. This is against the industry proportion of 15.2%.



Highlights of our progress

Supporting the transition of more women from mid to senior level positions is a key focus. Our award-winning Women's Leadership Programme is a pathway to achieving this, and last year we celebrated a third cohort completing the programme.



We've also seen a number of new affinity groups, including Parents, Women in Operations, LGBTQ+ and REACH (Race, Ethnicity And Cultural Heritage). Each one is an opportunity for our people to raise important matters that help us foster a culture of inclusivity where people from all backgrounds can thrive. One output from our affinity groups in 2024 came through feedback from the 'Menopause Café' that led to a Menopause Health Plan being fully funded for our women in 2024, giving them free access to specialist advice and treatment plans.

Industry recognition

We are passionate that diversity and inclusion is a part of Willmott Dixon's DNA and are pleased that external awards recognise this. We were therefore delighted to see our company included in the FT Diversity Leaders list for a fifth time as well as be one of only two contractors listed in The Times Top 50 Employers for Gender Equality 2024 list.

Also, at the Black Professionals in Construction awards, my colleague Sarah Harding deservedly won the 'Team Member of the Year' award, while the work of our Diversity Steering Group won the 'Excellence in Senior Leadership' category at the Inspiring Women in Construction and Engineering awards.

From starting out myself as a trainee in the 1990s, it has been a privilege to watch Willmott Dixon grow and develop into the company we are today. This includes our eagerness to adapt and evolve with a workforce that reflects the diversity of our society. I'm pleased to say that nowhere is that more evident than our journey to attract, retain and develop the very best women to enjoy a career of a lifetime with us.

Graham Dundas | Chief Executive Officer

What we report

This Gender Pay Gap report covers figures for our Construction and Holdings businesses, which both had more than 250 employees on 5 April 2024.

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 skills, not gender.



Our 2024 figures

COMPANIES	GPG % difference in hourly rate		Bonus GPG % difference in bonus pay	
	Mean	Median	Mean	Median
Construction 2024	27.61	33.00	50.26	37.82
Holdings 2024	21.12	22.37	48.77	29.03

About our hourly rate GPG figures

Our overall GPG figures show a continuing decline. The primary reason is the increase of women in senior roles, which typically attract higher hourly rates of pay. In Construction in April 2024, 15% of our people in senior roles were women, compared to 6.3% in 2017. This is a positive indication that our strategies to attract and retain more women are having an impact on our pay gaps.

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

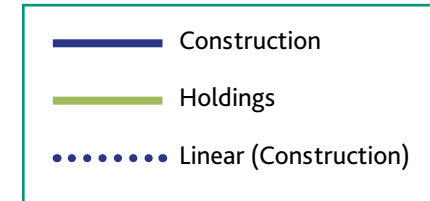
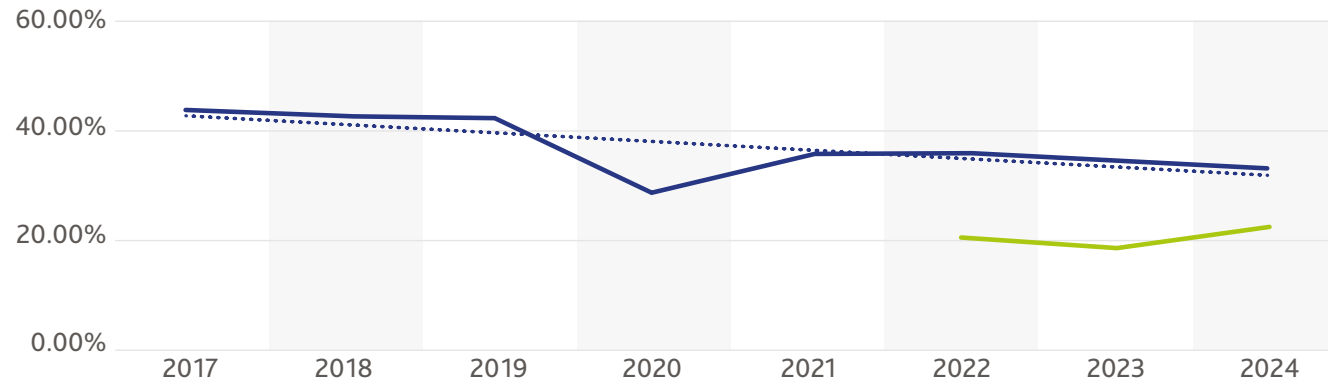


About our bonus GPG figures

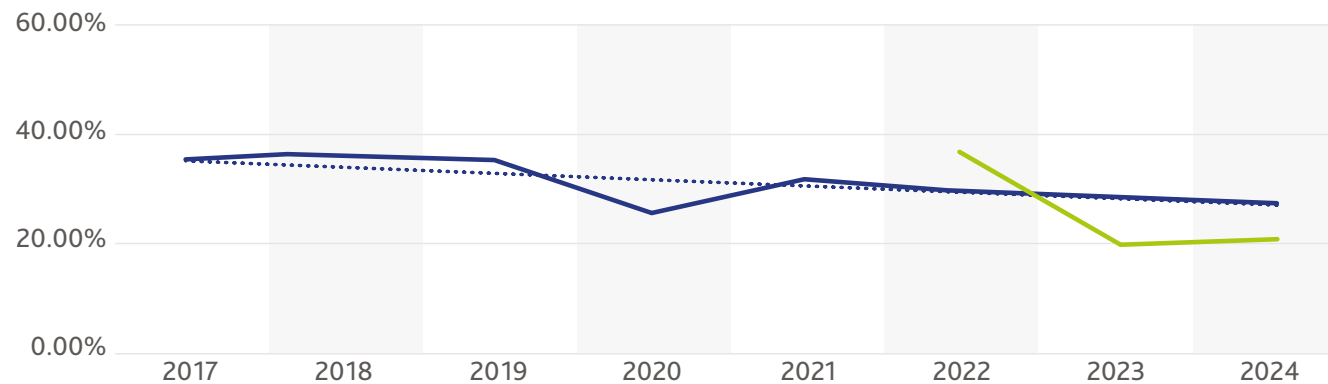
The median bonus gap within Construction has improved since 2023, which reflects a growing proportion of women. However, we still have a significant number of women in lower paid roles, or working flexible working patterns, which continues to impact both the mean and median figures. Fewer bonuses were also paid out within the reporting period, which has impacted our bonus gaps.

Our Gender Pay Gap Over Time

Median Gender Pay Gap Over Time



Mean Gender Pay Gap Over Time

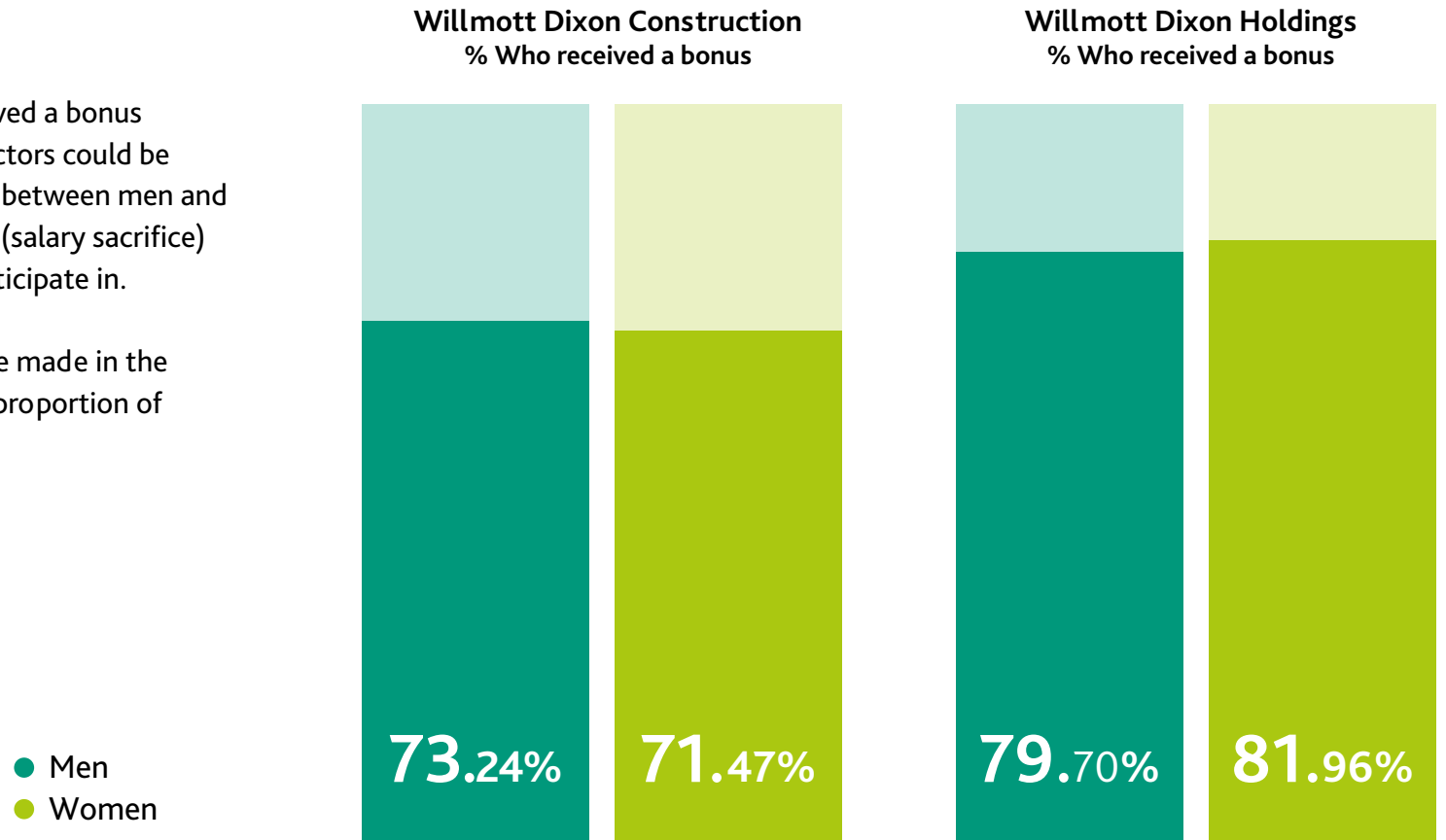


Our 2020 figures were significantly reduced due to a proportion of our business being on furlough in April 2020.

About the proportion of people receiving a bonus

More of our women than men received a bonus in our Holdings business. Various factors could be contributing towards the difference between men and women, including our bonus waiver (salary sacrifice) scheme which more of our men participate in.

Overall, fewer bonus payments were made in the reporting period, which caused the proportion of those receiving a bonus to reduce.



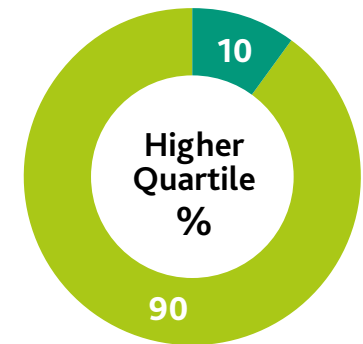
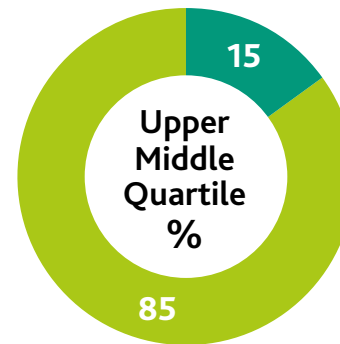
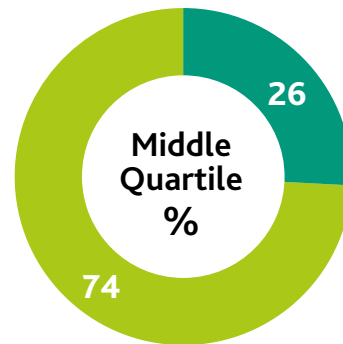
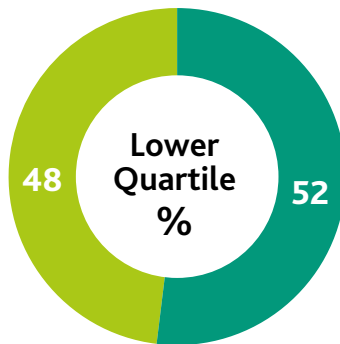
About our Quartile Ranges

The percentage of women in each quartile has changed slightly this year as some functions were transferred into our Holdings business. Our higher quartile in Construction has significantly improved this year, following

an increase in the number of female directors. Our Holdings business has the highest proportion of women in the upper middle and higher quartiles.

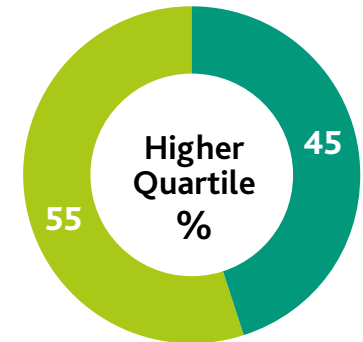
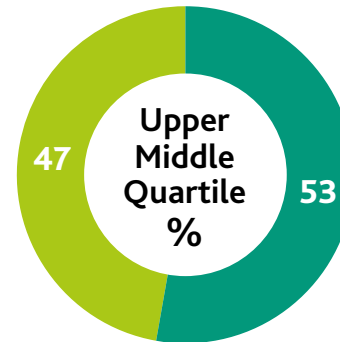
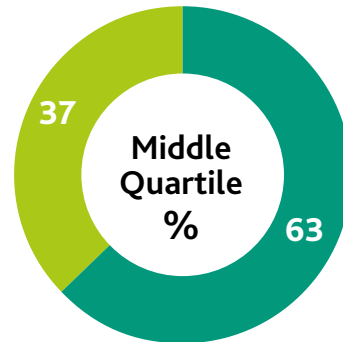
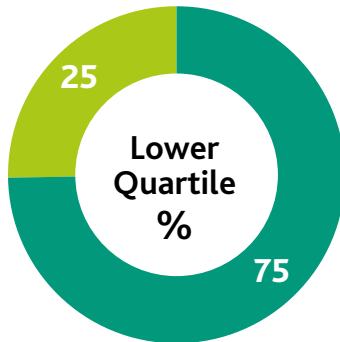
Construction Pay Quartiles:

- Men
- Women



Holdings Pay Quartiles:

- Men
- Women



Tackling gender representation

Reaching gender parity across 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 drives focus here. In December 2024, almost 33% of our workforce were women, an increase from our 2018 baseline of 24%.

In 2024, 54% of trainees recruited were women. We are proud that 48% of all trainees are now women compared to 27% in January 2018. This year, it was one of our women trainees who won our prestigious Trainee of the Year accolade.

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 core construction related disciplines has increased by 191.9%.

Actions we took during 2024

We continue to invest in our award-winning Women's Leadership Programme, which has had a significant impact on developing women into senior roles. In October, we celebrated the successful completion of our third cohort, consisting of 21 women. They now join our growing network of women leaders as part of our goal to support 100 women through this programme by 2030 – a target we are on track to achieve. Our affinity groups, led by our own people, continued to grow and

thrive, creating a place where individuals and allies come together for support, to share experiences and raise awareness on matters of interest or concern to them. We established a Parents' affinity group and a Women in Operations group, led by a female director and sponsored by our Diversity Steering Group.

Our 'Menopause Café' continued to provide a supportive platform for both our women and male allies, with guest speakers sharing insights on topics such as nutrition. In 2024, following positive feedback from our women, we

took the decision for the company to fully fund our Menopause Health Plan, giving our women access to specialist advice and personalised treatment plans.

To celebrate and recognise the achievements of women across our business, we embraced the theme of 'Inspiring Inclusion' for International Women's Day on 8th March, including hosting a series of 30-minute online sessions with some of our female role models.





We are delighted that three women joined the Holdings Board in 2023, which means that 36.4% of our main Board are now women. All of our regional Construction boards have at least one woman on them.

We remain a sponsor of the Construction News Inspiring Women in Construction and Engineering programme, which the company helped found in 2018.

We continued to support new mums returning from maternity leave through our rolling programme of Maternity Returners Workshops, to help ensure a smooth transition back to work. In 2024, 19 women participated in the programme with one new mum saying:

“ As a first-time mum returning to work, I was feeling a bit anxious and nervous about how I would manage everything. After spending a year on maternity leave, mostly singing baby rhymes, I wasn't very confident about jumping back into the work routine.

Thankfully, I had the support available in the form of the Maternity Returners Workshop, which made all the difference. The workshop was not only fun but incredibly useful. It helped me transition back to work smoothly by equipping me with skills to improve my work-life balance. This gave me the confidence to plan my return in a way that felt right for me.

What stood out to me the most was knowing that my workplace truly wanted me to thrive both at home and at work. This made me feel calm, prepared and organised, which was exactly what I needed. I'm so grateful for the support and tools I gained from the workshop! ”

Summary & Close

We believe the future success of Willmott Dixon is through having a truly diverse and inclusive workforce reflecting the communities we work in. In our 2024 employee survey, 98% of our people said they were proud to work for Willmott Dixon and felt welcome, included and respected for who they are at work.

Our efforts have also been recognised externally:

- **Black Professionals in Construction awards** – one of our female colleagues won the 'Team Member of the Year' award
- **The Times Top 50 for Gender Equality** (previously known as the Sunday Times Top 50 Employers for Women) – we were one of only two contractors to feature
- **Financial Times Diversity Leaders list** – we appeared for the fifth time, and were also the highest placed UK contractor to feature in the list
- **Inspiring Women in Construction and Engineering awards** – our Diversity Steering Group won the 'Excellence in Senior Leadership' category

Our focus on gender equality is a long-term strategy, and it is encouraging to see our gender pay gap continuing to decline. This progress reflects our commitment to attracting more women into our business and supporting their development into senior roles.





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