



Gender Pay Gap

REPORT 2025



WILLMOTT DIXON

SINCE 1852

Progress with purpose



I'm pleased to say our 2025 Gender Pay Gap (GPG) figures show a continued decline in the pay gap across Willmott Dixon Construction and Willmott Dixon Holdings, the two parts of our Group that meet the reporting threshold of 250 employees.

This represents further year-on-year improvement since the first GPG report in 2017 and reflects the sustained effort our people put into making Willmott Dixon a place where everyone can thrive and build a career of a lifetime.

The primary driver behind our narrowing gap remains the growth in the number of women joining us and then progressing into senior roles. In April 2025, 15.9% of people in senior roles in our Construction business were women – compared to just 6.3% in 2017. Our overall workforce now comprises 33.7% women, up from 24% when we set our gender parity target in 2018. One area that highlights progress is that 41% of our management trainees are women, against 26% in 2018. The trainee scheme continues to be an excellent way for women to build their careers with us across core construction management disciplines; overall, since 2012, the number of women working in these roles has increased by just under 200%.



Investing in our women leaders

A key element of our strategy is the continued investment in our award-winning Women's Leadership Programme. In December 2025, we celebrated the successful completion of our fourth cohort, comprising 17 women. We remain on track to develop 100 women through this programme by 2030, and the growing community of women leaders it is building will play an important role in inspiring the next generation.



Our eight affinity groups continued to provide valued spaces for connection and open conversation. One example is our Menopause Café, with expert-led sessions covering fitness, nutrition and mindset – complemented by our Menopause Health Plan, which gives women access to specialist advice and personalised treatment plans. We also created a community of Safe Talk Champions, which features specially trained colleagues who ensure everyone feels able to speak up, seek support, and be treated with respect, to further support an inclusive environment. And our Maternity Returners Programme continues to provide the framework for our women to make a confident and smooth return to work.

Industry recognition

The external recognition we have received is something I am immensely proud of, because it is driven by the voices of our people. In The Sunday Times Best Places to Work guide, Willmott Dixon ranked in the top 10 of the 'Big Company' category and was named best large construction company to work for in the UK. We then came fourth in the Financial Times Best Employers list of the top 1,000 companies in Europe, one of only two UK companies in the top 10. We also ranked 81st in the FT Diversity Leaders list, the highest position for any main contractor.

There is of course more work to do, and I care deeply that gender equality is a key priority at Willmott Dixon. I want to finish by thanking our Diversity Steering Group, our People team, and my colleagues leading our affinity groups, who have done a brilliant job helping them grow and support the inclusive environment we can all be proud of. Our journey towards gender parity by 2030 is progressing well, and I look forward to reporting continued progress next year.

Graham Dundas | Chief Executive Officer

What we report

This Gender Pay Gap report covers figures for both our Construction and Holdings businesses, which both had more than 250 employees on 5 April 2025.

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 2025 figures

COMPANIES	GPG % difference in hourly rate		Bonus GPG % difference in bonus pay	
	Mean	Median	Mean	Median
Construction 2025	26.30	31.70	51.30	42.52
Holdings 2025	15.31	24.05	61.22	21.10

About our hourly rate GPG figures

Our GPG figures show a continuing decline over time. The primary reason for this is the increase of women in our business, particularly in senior roles, which typically attract higher hourly rates of pay. In Construction in April 2025, 15.9% 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 in our business are having an impact on our pay gaps.

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

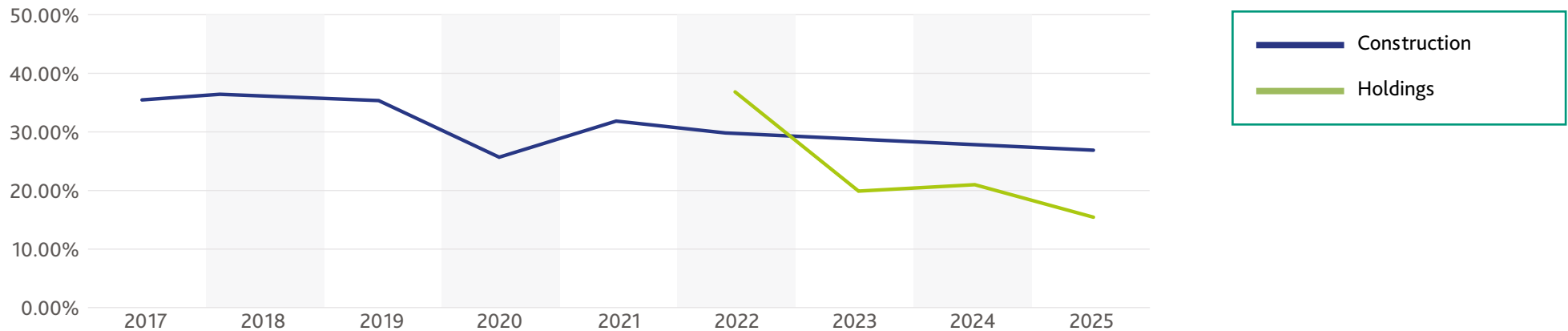


About our bonus GPG figures

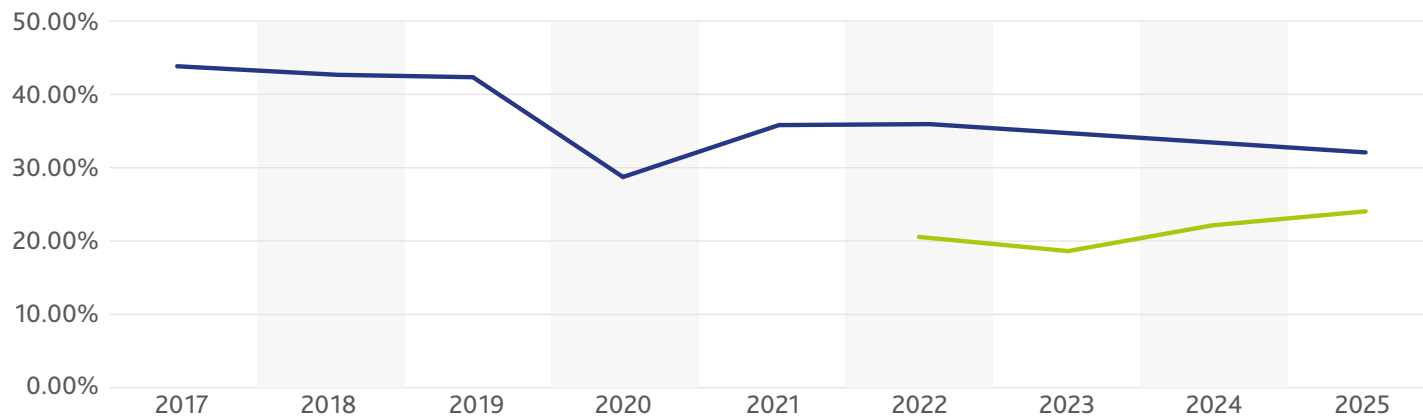
The median bonus gap in Construction has risen slightly since 2024, driven by an increase in the number of bonuses awarded this year. We still have a significant number of women in lower paid roles, or working flexible working patterns, which continues to impact both the mean and median figures.

Our Gender Pay Gap Over Time

Mean Gender Pay Gap Over Time



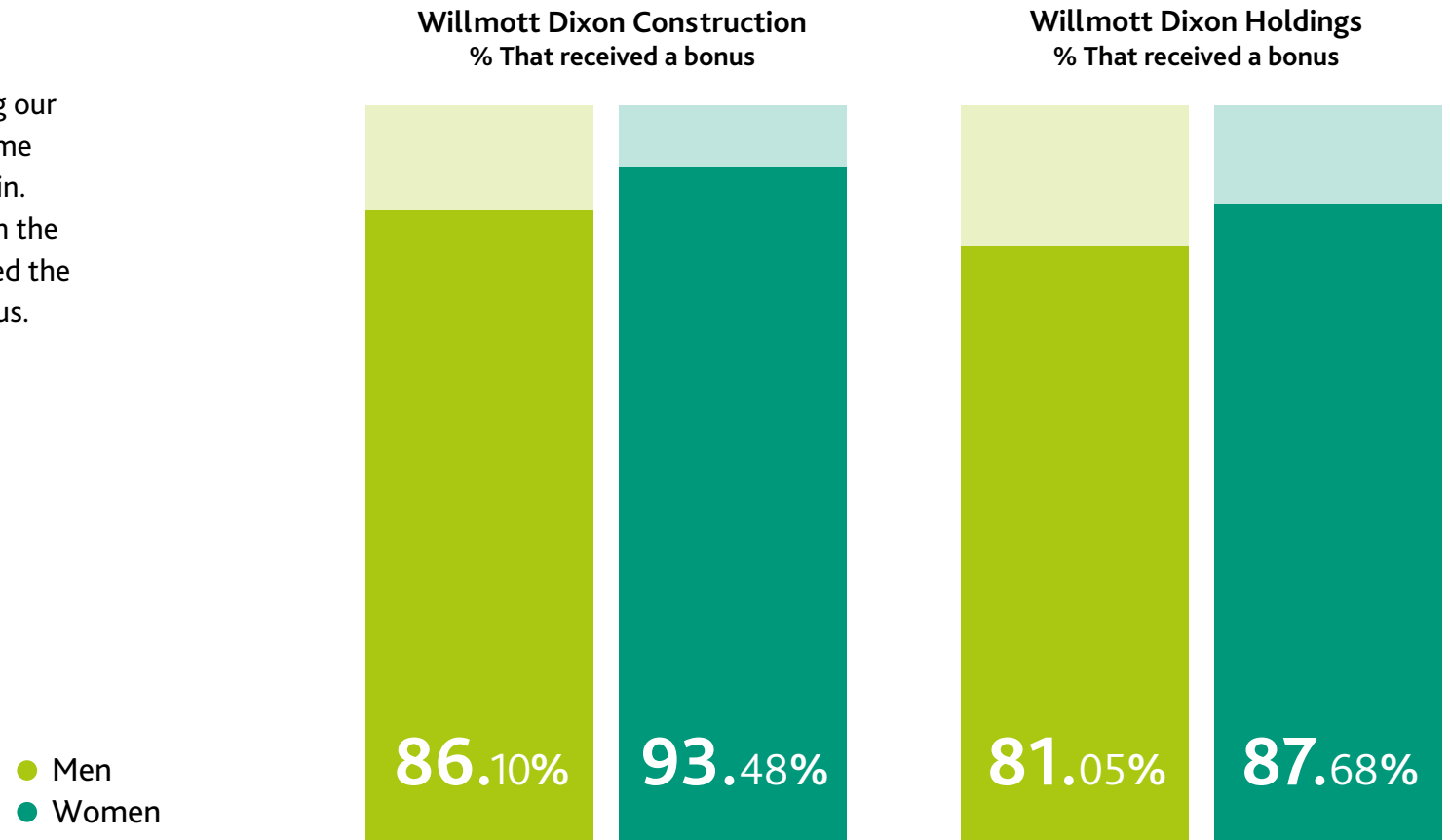
Median Gender Pay Gap Over Time



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 Construction and Holdings businesses. 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. More bonus payments were made in the reporting period, which has increased the proportion of those receiving a bonus.



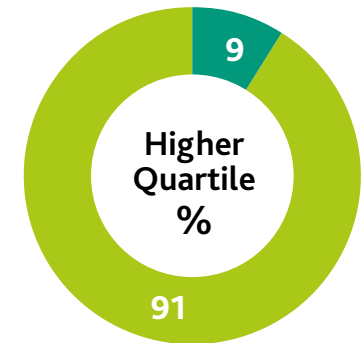
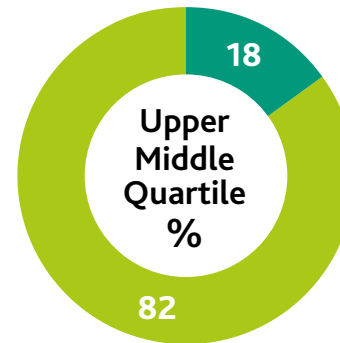
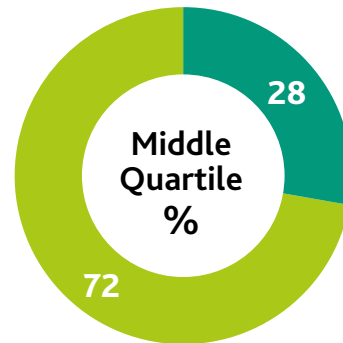
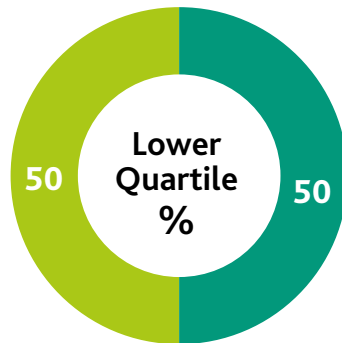
About our Quartile Ranges

The proportion of women in each quartile has shifted slightly this year due to the transfer of a department into our Holdings business, whilst we continue to see growth of representation of women in the middle quartiles in Construction.

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

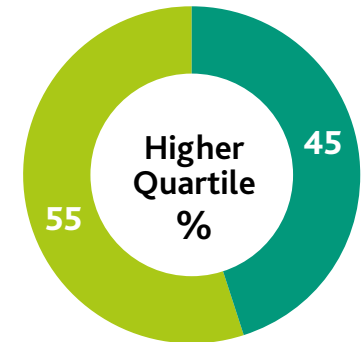
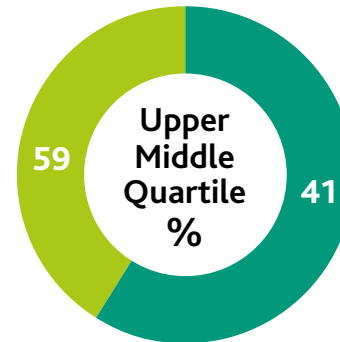
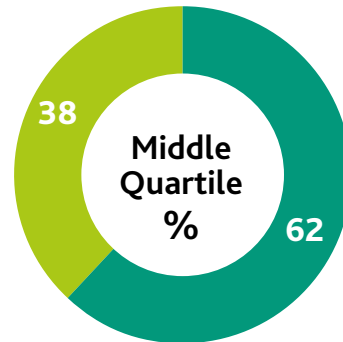
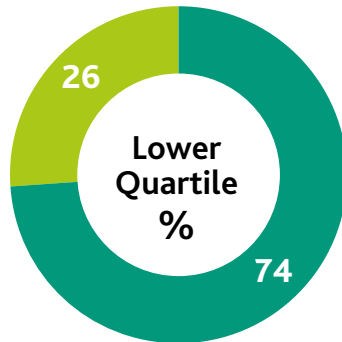
Construction Pay Quartiles:

- Men
- Women



Holdings 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.

50%
of our new management
trainees will be women
each year.



Our aim to achieve gender parity across our business by 2030 continues to drive our focus areas. As of December 2025, 33.7% of our workforce were women, up from our 2018 baseline of 24%.

We are proud that women now make up 41% of all trainees, compared with 26% in January 2018. Women who have joined us through the Management Trainee community are building careers across our core construction disciplines and are steadily progressing into more senior positions. Overall, since 2012, the number of women working in these disciplines has increased by just under 200%.



2025 Actions

In 2025, we remained focused on strengthening our initiatives to attract, retain, and develop women across our company.

We continued to invest in our award-winning Women's Leadership Programme, which has played a significant role in progressing women into senior positions. In December, we celebrated the successful completion of our fourth cohort, comprising 17 women from across the business. They now join our growing community of women leaders, supporting our ambition to develop 100 women through this programme by 2030—a target we remain on track to achieve.

Our affinity groups continued to grow and provide spaces for colleagues to connect, share experiences, raise awareness, and support one another, such as our 'Women in Operations' group, supporting women in operational roles across the business, which is led by a female Director. Each network is sponsored by a member of our national Diversity Steering Group to ensure we actively listen to colleagues' feedback and make meaningful improvements that foster a culture of inclusion.



2025 Actions

Our Menopause Café also continued to offer a supportive platform for women and male allies. Guest speakers led sessions on fitness, nutrition, mindset strategies, and breathwork to help individuals navigate menopause with confidence. Two colleagues who attended said the following:

I've found the Menopause Café extremely helpful. Although I haven't really spoken yet, just listening to other people's experiences has been so valuable. It's comforting to hear others talk openly about what they're going through, and it reminds me that I'm not alone in this journey. It's also really comforting to know that the people you work with genuinely care and are there to listen and support each other. I'm very grateful to be a part of this amazing group and look forward to joining in each month, continuing to learn and share with others who understand.

The menopause support group has been a huge help to me, not only during menopause but also while going through cancer. Being able to talk openly with other women who truly understand what you're experiencing makes such a difference. The ladies in the group are funny, kind and incredibly supportive, and sharing our experiences (and sometimes our craziness!) always leaves me feeling relaxed, uplifted and usually laughing. It's reassuring to know you're not alone and that others are going through similar things – that sense of connection and understanding is invaluable.

Access to our Menopause Health Plan benefit continues to provide women with specialist advice and personalised treatment plans, and we fund 75% of the cost for partners of our people, with one colleague saying, 'As a result, my symptoms are now much better managed, and day-to-day life feels a little easier'.

2025 Actions

During 2025, women made up a third of our Holdings Board. All our regional Construction Boards also have at least one woman represented on them.

We retained our sponsorship of the Construction News Inspiring Women in Construction and Engineering programme, reinforcing our commitment to driving positive change across the industry.

A community of Safe Talk Champions was established, bringing together specially trained colleagues from across the business to provide a safe space for individuals to speak up, seek support, and help foster an inclusive environment where everyone feels respected.

We also maintained our support for new mothers returning from maternity leave through our bespoke Maternity Returners Programme, helping ensure a smooth and confident transition back to work.



Summary & Close

We believe the future success and sustainability of Willmott Dixon depends on having a truly diverse and inclusive workforce that reflects the communities we work alongside. In our 2025 employee survey, **99%** of colleagues said they were proud to work for Willmott Dixon and **98%** said they felt welcome, included, and accepted for who they are at work.



Our efforts have also been recognised externally:

- Ranked **top for our industry** in the *Financial Times* Diversity Leaders list that covers companies across Europe.
- In The *Sunday Times* Best Places to Work guide, Willmott Dixon ranked in the **top 10 of the 'Big Company'** category and was named the **best large construction company to work for in the UK**.
- We came fourth in the *Financial Times* Best Employers list of the **top 1,000 companies in Europe** – one of only two UK companies featured in the top 10. This achievement was driven by feedback from our people.

Our focus on gender equality remains a long-term commitment, and it is encouraging to see our gender pay gap continue to decrease. This progress reflects our ongoing efforts to attract more women into our business and to support their development and progression into senior roles.



Registered office:
Suite 201, The Spirella Building, Bridge Road,
Letchworth Garden City, Herts SG6 4ET
Registered Number: 0198032
Telephone: 01462 671852
www.willmottdixon.co.uk