



WILLMOTT DIXON

SINCE 1852



# Gender pay gap

## Report 2019



# Achieving a better gender balance



Our third Gender Pay Gap (GPG) report again reflects how the average pay difference between men and women at our company continues to narrow.

The actual figures we submit in this report are taken from a period in time from April 2018 to April 2019 and relate to our Construction business, which

is in line with Government requirements that companies employing over 250 people publish their gender pay gap data.

A key highlight for me is that the proportion of women in all grades has increased, and in the case of women in senior grades, this is up from 11 to 12.5%. That's important, as having a higher representation of women in senior roles is a key priority for us.

As mentioned before, achieving our stated aspiration to achieve gender parity in all grades by 2030 does not mean any form of 'positive' discrimination; achieving our aims will be done by our company being regarded as one of the best places for people from all parts of society to enjoy a rewarding and balanced work life. That's why it was great to remain a top five company in the 2020 Sunday Times Best Companies to work for list.

Another pivotal moment was Willmott Dixon being the highest placed UK company in the Financial Times' first ever list of Europe's most diverse and inclusive companies. This was achieved thanks to the quality of feedback from our own people to the FT, highlighting how our focus on gender parity is being embraced across the company

Our future success will be influenced by Willmott Dixon's ability to attract, promote and develop the most capable and talented people to work with us, and I'd like to thank everyone who plays a part in helping us to achieve this.

Rick Willmott  
Group Chief Executive





# What we report?

Our Construction business has more than 250 employees and so its figures are reported in this document.

## 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 gender parity. If there are any differences it is due to factors such as qualifications and experience, not gender.





# Our hourly rate gender pay gap (GPG) figures

Our hourly rate gender pay gaps have improved when compared to 2018. This is positive news and goes some way to show that our continued efforts to attract, retain and develop women in our business are bearing fruit. However, pay gaps still exist because we still have more men in senior roles.

It is important to note that these figures relate to April 2019, so they are a snapshot of the past and not the present. Throughout 2019 we recruited more women into our business as a whole – the percentage of women we recruited increased from 35% to 36%\*. We're still aiming for at least 50% of our trainee recruits to be women. We fell slightly short of this in 2019, which we think is because we recruited for more site-based, operational roles for which it is harder to recruit women.

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

## GPG

% difference in hourly rate

Mean      Median

Willmott Dixon Construction 2019	<b>35.40</b>	<b>42.10</b>
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Willmott Dixon Construction 2018	<b>36.20</b>	<b>42.86</b>
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## Bonus GPG

% difference in bonus pay

Mean      Median

Willmott Dixon Construction 2019	<b>66.70</b>	<b>47.68</b>
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Willmott Dixon Construction 2018	<b>68.50</b>	<b>51.40</b>
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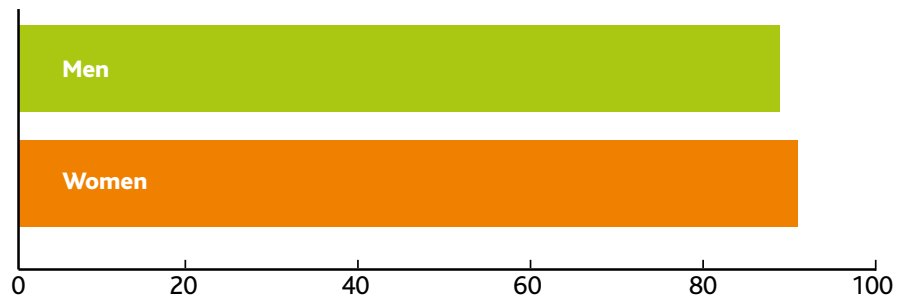


# About our bonus GPG figures

The gender bonus gaps have improved since 2018. This reflects the growing proportion of women in higher graded roles, receiving higher bonuses. However, our bonuses are calculated as a percentage of salary, so the high bonus gap reflects the fact that we currently employ more men in senior (more highly-paid) roles.

## About the proportion of people receiving a bonus

The proportion of our people (men and women) receiving a bonus increased in 2019.



**Willmott Dixon Construction**  
% Who Received A Bonus

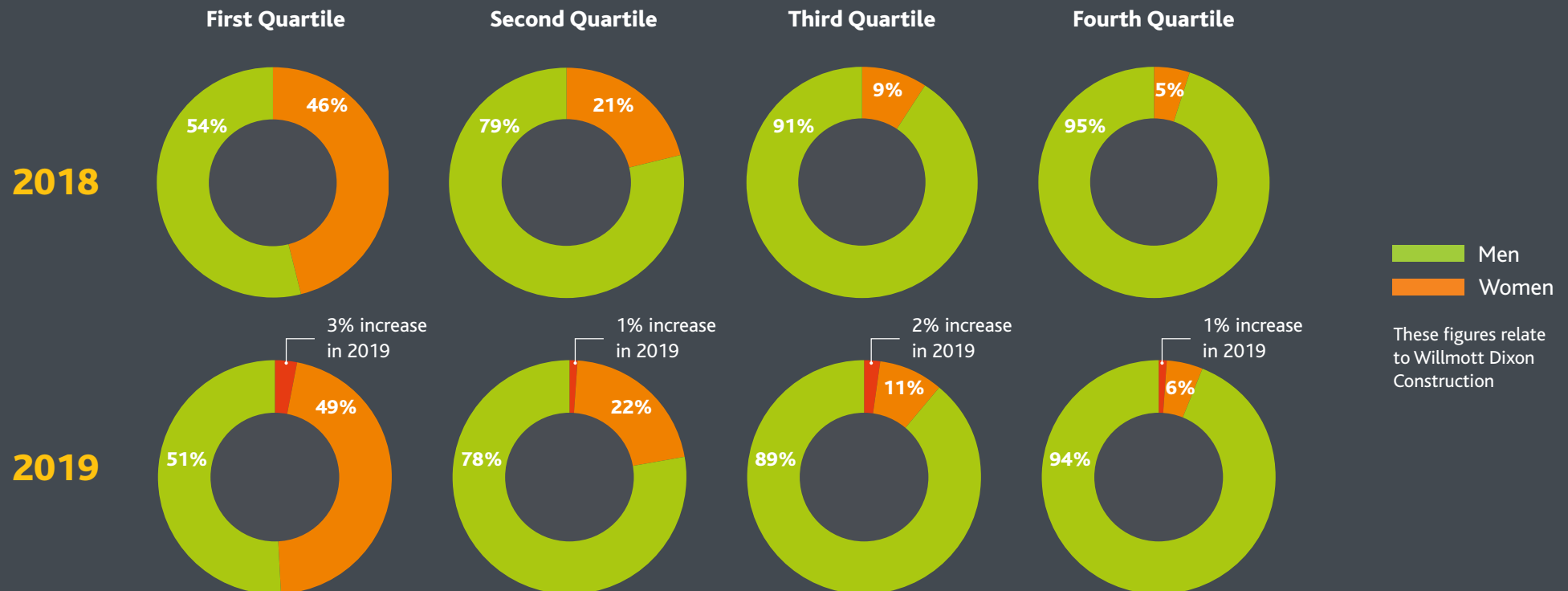




# About our quartile ranges

The proportion of women in all our quartiles has increased because we are recruiting more women at all levels in the business. This year, we are particularly pleased to see another increase

in the proportion of women in the higher pay quartiles, showing that more women have progressed their careers into higher paid roles.





# A career of a lifetime

Willmott Dixon aims to be a place of fairness, inclusion and respect, where all our people can develop a career of a lifetime with us. We have a strong commitment to diversity in our People Strategy for a number of reasons:

- ➔ **We believe that diverse, complementary teams make better business decisions.**
- ➔ **We need to increase the pool of people from which we recruit, helping to mitigate the current skills gap in construction.**
- ➔ **We need to attract the next generation and improve the industry's image.**
- ➔ **It is important to our customers.**



Women only make up just over 12% of the construction industry. We're determined to tackle this industrywide problem, in line with our values and commitment to diversity. While 27% of our workforce are women, it is important that we achieve a better gender balance as this helps build complementary teams and will enable the industry to close the skills gap.





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

We have measures in place to achieve this and we believe that, over time, our gender pay gaps will reduce because we will have a higher proportion of women in senior roles.

We know we have a long way to go, but we can already see that we're making progress towards gender parity because:

- ➔ **The proportion of women in all our grades has increased again. In particular, the percentage of women in our senior grades has increased from 11 to 12.5%\* and this has had a positive impact on the proportion of women in our higher pay quartiles. This, we believe, will improve our GPG figures over time.**

Men  
Women



- ➔ **The number of women in our workforce has been steadily increasing over recent years, and in 2019 the percentage of women in our workforce increased to 27.1%\*.**
- ➔ **40% of our management trainees are now women.**

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







# Summary & close

Our efforts are being recognised by our people and through the achievement of diversity related accolades:

- ➔ We were one of the only construction companies to achieve a place in the Sunday Times Top 50 employers for women
- ➔ We came 3rd in the 2020 Financial Times survey of 700 European companies leading on diversity.

We believe we are continuing to make progress towards closing our gender pay gaps and that our figures demonstrate that the plans we have put in place to attract, retain, develop and promote women are starting to have a real impact.





**WILLMOTT DIXON**

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