



# Fairness, inclusion and respect at Willmott Dixon

Our commitment to equality,  
diversity and inclusion



WILLMOTT DIXON

SINCE 1852

# Foreword

## By Graham Dundas

To enable our people to thrive and feel content and included, **we have placed equality, diversity and inclusion at the heart of everything we do.**

We believe that diverse, complementary teams are the most effective way to achieve success for our people and customers, and this is embedded in our values you can see on page eight.

Our Fairness, Inclusion and Respect charter is an integral part of this strategy, and acknowledges our wider social responsibility by:

- Supporting our customers in their diversity and inclusion agendas.
- Supporting our supply chain partners to implement diversity policies for their 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 regularly reviewed and our approach adapted, where appropriate, in the light of our own people's experiences, customer feedback and legislative changes.

While our Managing Directors are accountable for ensuring the implementation of this charter throughout their teams, the responsibility for making it happen lies with everyone at Willmott Dixon.

Fairness, inclusion and respect are in our DNA.



**Graham Dundas**  
Chief Executive Officer  
Willmott Dixon



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





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

# Having a work environment 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: **Fair and Straightforward, Collaborative, Human Touch and Leaving a Legacy.**



### Fair and Straightforward

We work in a way that is honest and fair. We value transparency and act with professionalism and integrity towards our customers, our partners and each other.

- Striving not to overcomplicate
- Living our behaviours
- Being honest and open
- Having courage in our conversations
- Sharing in our success, incentives for all



### Collaborative

We strive for long-term partnerships based on achieving mutual best interests with like-minded customers and trusted partners.

- Building long-term loyalty
- Being one team with common goals
- Having a 'can-do' attitude
- Embracing innovation and change



### Human Touch

We recognise that good business is all about people.

- Always putting Health & Safety first
- Providing opportunities for a career of a lifetime
- Being caring and approachable
- Developing high performing, complementary teams
- Nurturing an inclusive and diverse environment



### Leaving a Legacy

We have always had a purpose beyond profit and aim to be the sector leader in sustainability. We believe in creating a long-term legacy for the communities in which we work and provide enduring, sustainable solutions that enhance social value and improve lives.

- Being committed to zero avoidable waste
- Delivering projects that are net zero by design and fit for future climates
- Being zero-carbon in our operations
- Providing solutions fit for future generations
- Strengthening communities and transforming lives

**Complementary teams  
are diverse teams.**



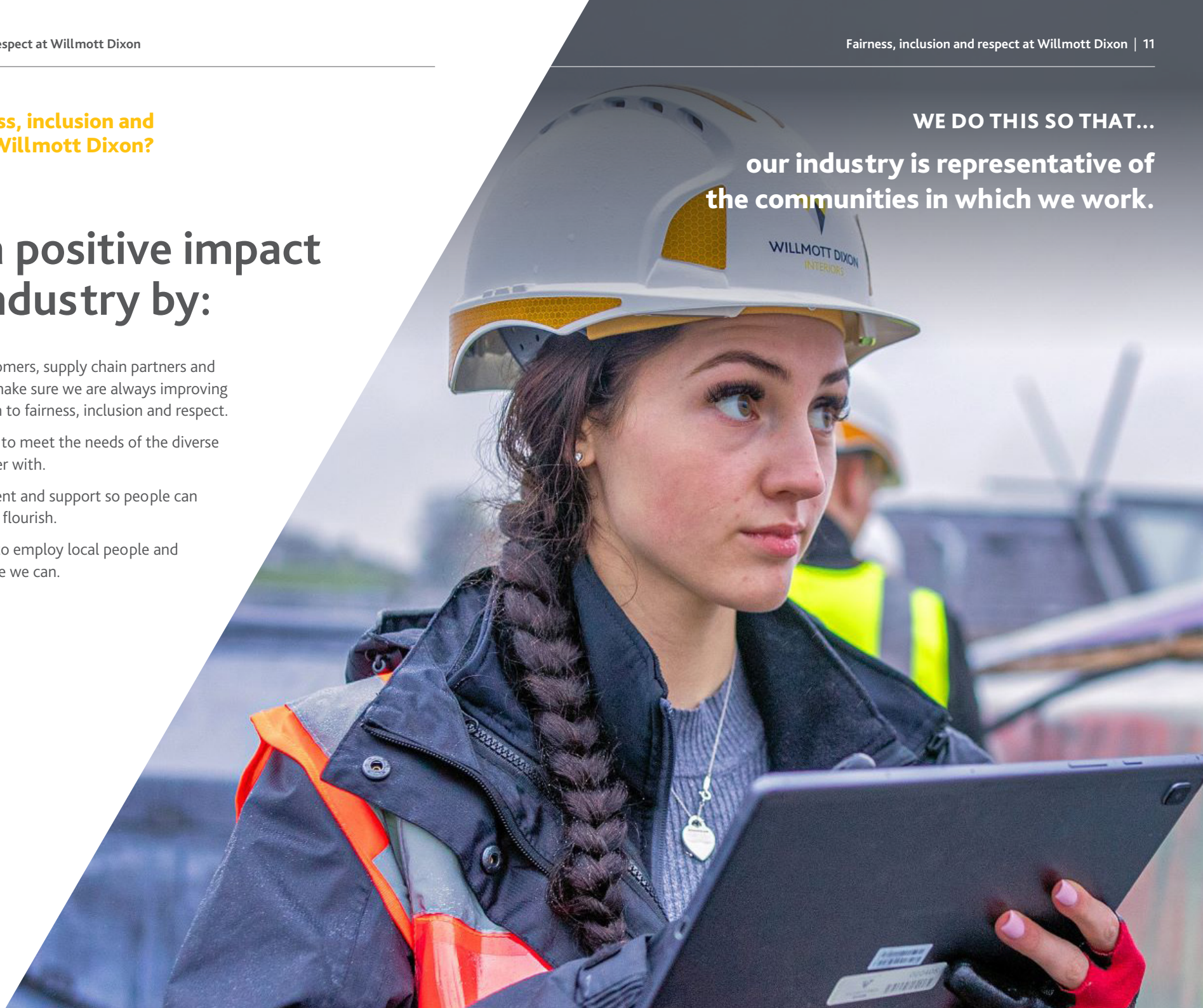
## What does fairness, inclusion and respect mean at Willmott Dixon?

# 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 that relevant training is undertaken on a regular basis to embed fairness, inclusion and respect as part of our inclusive culture.
- Ensure our management development programmes and training support our approach.
- Have policies and standards to ensure our people understand our expectations.
- 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 and supply chain partners in nurturing diversity and inclusion within their organisations when needed.
- 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:

Are committed to creating a lasting, positive impact. Our approach is centred around responding to local needs and fostering inclusivity in all aspects of our work. We always collaborate with our customers to ensure their local insight is incorporated into any plans we have to support the communities where we work.

- **Supporting the local economy:** We leverage our purchasing power to collaborate with local supply chain partners who reflect the diverse demographics of the area, ensuring that our business practices contribute to local economic growth.
- **Empowering local businesses and organisations:** We use our expertise to support small businesses, SMEs, and VSCRs (Voluntary, Social, and Community Sector organisations) in their efforts to become more inclusive and achieve their goals.
- **Career development for all:** We firmly believe that everyone deserves more than just a job; they deserve the opportunity for a rewarding career. Since 2013, we have set ambitious targets to provide career pathways and have developed tailored employability programmes. These initiatives aim to inspire the next generation to pursue careers in construction and offer support to those who face barriers to entering the job market, helping them secure sustainable employment.
- **Respectful volunteering:** Whether we're refurbishing community spaces or organising local events, we ensure that our volunteer efforts are conducted in a respectful, fair and inclusive manner. We actively seek feedback from the communities we work with to understand how we can improve and have an even greater positive impact.

### Making a Difference through the Peter Willmott Foundation

The Peter Willmott Foundation is dedicated to raising funds for charities that help individuals overcome challenges and reach their full potential. We focus on supporting small, local organisations that prioritise education, job readiness, and both physical and mental health support.





# How do we make sure we are always improving?





## How do we make sure we are always improving?



### Our Diversity Structure

We have a structure in place to ensure we continuously monitor, assess and strengthen our commitment to an inclusive and diverse environment.

We have a national Diversity Steering Group (DSG) that reports to our main board. Local diversity actions groups embed change locally and we have established cross-business affinity groups.

Our affinity groups are initiated and led by our people and offer an opportunity for individuals to come together to share experiences, raise awareness and discuss new ideas or practical suggestions for improvement. Each group has a sponsor from our DSG.



### Our Affinity Groups

- Armed Forces
- Disability
- LGBTQ+
- Menopause Cafe
- Neurodiversity
- Parents
- REACH (Race, Ethnicity and Cultural Heritage)
- Women in Operations



### Our Measures

- We monitor and measure a range of diversity metrics on a quarterly basis, which are reviewed at board level.
- Our people engagement scores measure professional behaviours, fairness and equal opportunities. We expect positive scores from our people on our diversity and inclusion suite.
- We have a diversity action plan with stretching targets to improve.
- Merit-based access to recruitment, promotion and training is measured through objective performance criteria.



### Gender

**Our aspiration\* is to have gender parity in our workforce by 2030. In December 2024, 33% of our people were women.**

- We have a target that 50% of our management trainee intake each year will be women. **In December 2024, 48% of our trainees were women.**
- We aim to support 100 women through our award-winning Women's Leadership Programme by 2030. **To date, 53 women have completed the programme, with 48% having been promoted or transitioned into new roles. An additional 20 participants began the programme in 2025.**
- We are taking action to close our gender pay gap and our figures show a continuing decline over time.

*\*Whilst our aspiration is to achieve gender parity, our broader commitment is to foster an inclusive workplace where everyone can thrive, including those who are gender non-conforming, gender fluid or non-binary.*



### Supply Chain

We have a target to increase the number of women working on our sites as part of the key trade's framework by 1% each year.



### Ethnicity

**Our aspiration is that the proportion of our ethnically diverse colleagues reflects the regions we work in.**

We have a target that 20% of our management trainee intake will be ethnically diverse.





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

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