

# Gender Pay Gap Report [June 2025]

## Introduction

Wills Bros believes that everyone has a right to be treated with dignity and respect, and to be provided with equal opportunities to succeed in an environment that enables them to do so. We also value diversity of thought and experience within inclusive groups, organisations, and the wider community. We remain focused by being responsible, agile, professional, innovate and determined.

Our values mean nothing without accountability. Our gender pay report reflects a business with a predominantly male workforce. Our challenge remains that the industries in which we operate suffer from a long-standing and significant underrepresentation of women.

## The Gender Pay Gap Explained

The Gender Pay Gap is the average pay difference between women and men across an organisation regardless of role or level. It is distinct from equal pay. Equal pay makes sure that women and men are being paid equally for the same or similar role, or for work of equal value.

This report calculates four distinct figures:

- Gender Pay Gap (mean and median averages on hourly rate paid).
- Gender Bonus Gap (mean and median averages).
- Proportion of men and women receiving a bonus.
- Proportion of men and women in each quartile of our pay structure.

PAY DIFFERENCES BETWEEN MEN AND WOMEN	
MEAN	MEDIAN
31% (2024 – 33%)	34.5% (2024 – 36%)

The data above demonstrates the difference in average hourly rate of pay between women and men, regardless of their grade or role. The gender pay gap at Wills Bros is a result of the number of men occupying senior roles. It is important to note that gender pay gap reporting is different from equal pay reporting, with the aim to ensure that women and men receive equal pay for the same or equivalent work.

GENDER BONUS PAY GAP BETWEEN MEN AND WOMEN	
MEAN	MEDIAN
-45% (2024 – 64%)	-47% (2024 – 71%)

2025 numbers show that men who were paid a bonus received higher bonus than women who received a bonus.

PROPORTION OF MEN AND WOMEN RECEIVING A BONUS	
MEN	WOMEN
2% (2024 – 1%)	2% (2024 – 1%)

### Proportion of women and men in each quartile of our pay structure

The table below shows our gender distribution in each of the four equally sized pay quartiles. Despite the results, Wills Bros aims to increase the level of women in all quartiles across the business.

As we can see from these results there has been improvements in three of the four quartiles having moved closer to an equal distribution.

QUARTILE SPLIT	% SPLIT		NUMBER OF ENTRIES	
	MEN	WOMEN	MEN	WOMEN
Q1 Lower	57% ↑	43% ↓	85	63
Q2 Lower Middle	76% ↓	24% ↑	113	36
Q3 Upper Middle	86% ↓	14% ↑	128	20
Q4 Upper	97% ↓	3% ↑	144	4



**At Wills Bros we recognise key steps must be put in place to improve diversity and inclusion throughout the Organisation.**

These Key Steps Are:

1. Promoting career paths and roles we offer in construction by actively supporting schools' colleges and universities local to our operations.
2. To maintain succession planning throughout the organisation allowing for equal opportunities which enables us to be ready when talent needs arise. This ensures we have the right people, involved from the earliest possible stage.
3. Our benefits package including our generous leave, allows the business to attract a more diverse workforce.
4. To eliminate bias, we have ensured that our appraisal process is implemented to ensure consistency in our approach to staff development at all levels.