

Fresh. 

WATKIN JONES

# Gender Pay Gap Report

as of 5 April 2025



Creating the **future of living**

# Foreword



**Thank you for taking the time to read our latest Gender Pay Gap Report.**

**Jackie Kelly**  
Group HR Director

At Watkin Jones Group, our expertise is at the heart of everything we do. The talent and dedication of our people are the driving force behind our achievements. To sustain this success, it is essential that we attract the very best individuals for every role, no matter who they are. We understand that shaping the future of living requires a rich diversity of perspectives, cultures and experiences.

This year's report highlights the continued steps we have made over the last 12 months, underpinned by our ESG, Future Foundations, People, Planet and Places strategy.

As a senior leader at Watkin Jones, I can confirm that the information presented in this report is accurate.

**Jackie Kelly**  
Group HR Director



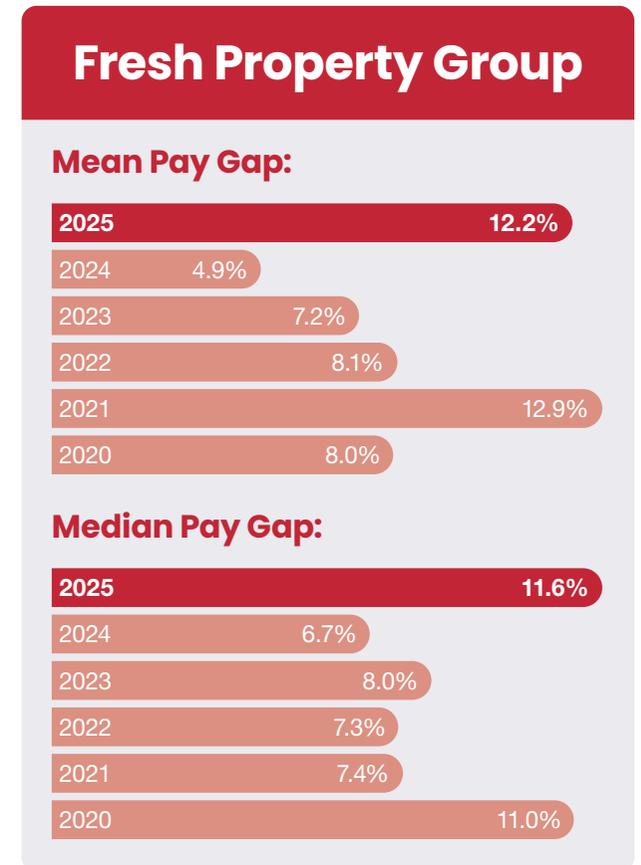
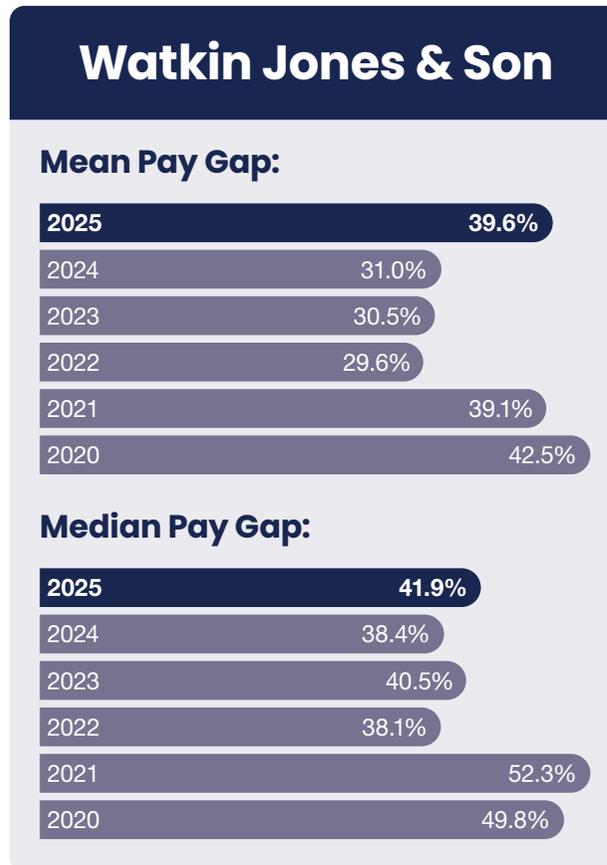
# Understanding our figures

Our people are employed by two entities: Watkin Jones & Son employing our development, construction and central teams and Fresh Property Group employing our accommodation management teams.

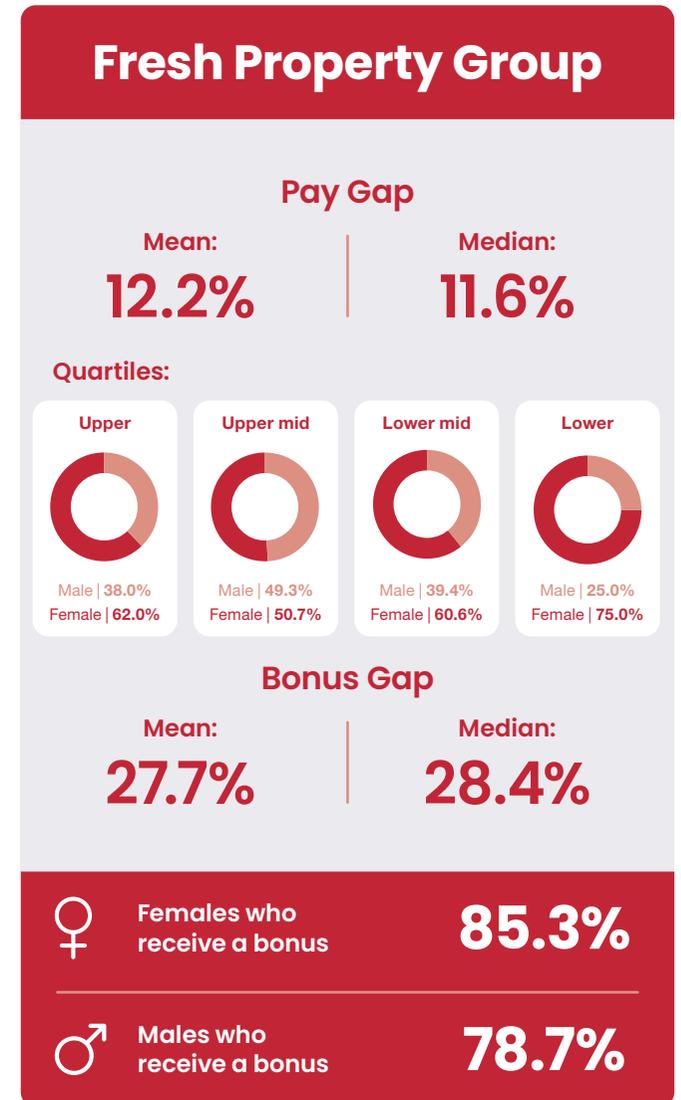
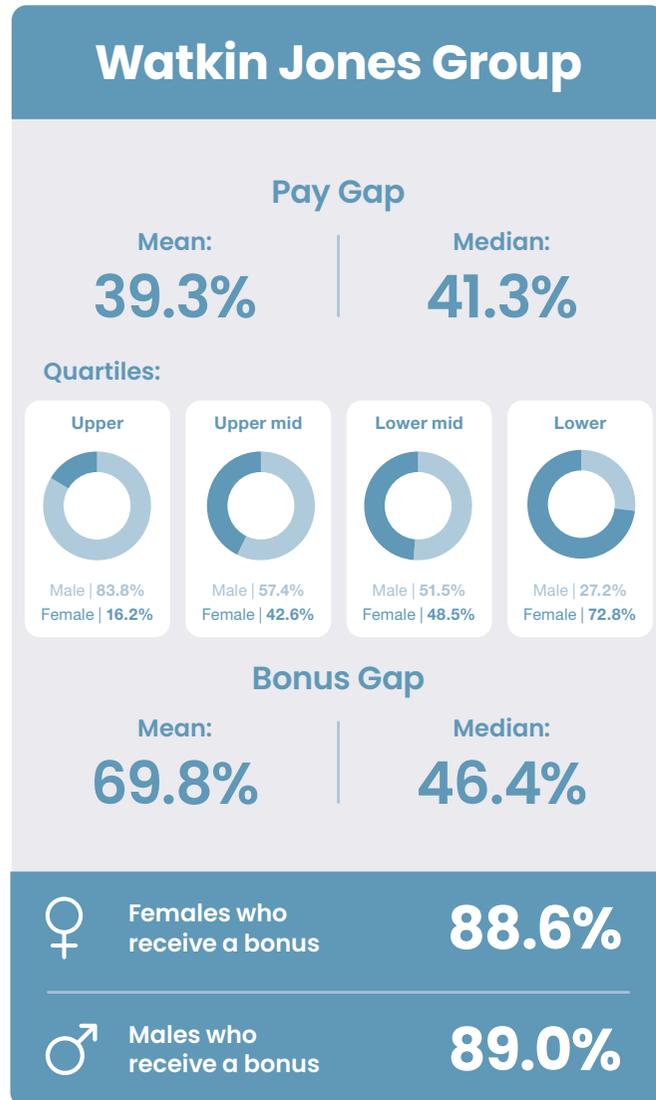
We are required to publish the data for each entity separately; however, we have also included our overall Group position within the report. We have calculated our data based on all employees as of 5 April 2025 using the definition of pay as set out in The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Since 2018, our pay gap results have differed across both businesses. In 2025 we saw an increase in the pay gap across both business areas, Watkin Jones & Son and Fresh Property Group.

The pay gap at Watkin Jones & Son is greater because there are more men in higher-paid roles. While this is a broader societal challenge and not unique to us, we are actively working to create greater gender balance across the organisation. Eliminating our pay gap is a long-term goal and whilst this may be a macrosocietal issue, we have a responsibility as an employer to influence it.



# Our results



# Progress to equity

At Watkin Jones Group, we are dedicated to building a fair, inclusive and diverse workplace where everyone feels valued. While this work is ongoing, we are proud of the progress we have made and the steps we are taking on this journey.

## Our Values and Behaviours

In 2025 we launched new Group values and behaviours, created with employees; the values harmonise our organisation under a set of five values including;



The behaviours we use to describe each value support our ongoing actions to create an inclusive workplace.

## Future Foundations

Our ESG strategy, Future Foundations, focuses on People, Places and Planet. Through the People workstream, we continue to be committed to creating a workplace that celebrates diversity, embraces differences and provides an environment where every employee can thrive and grow.

Welcoming & onboarding people to ensure they have a great experience joining

1

Ensuring we support employees' mental & physical wellbeing

2

Rewarding & recognising our people

3

Focusing on development for employees to do a great job

4



# Progress to equity continued

## Recognition

Efforts to reduce the gender pay gap continue; it is recognised across the UK that changes are slow and will take more than a generation to close. However, we want to continue with our efforts to focus on the women within our organisation and the contribution they make and to celebrate their success.

In 2025 we invested in new additional development routes for female leaders. Firstly, through our High Performance Leadership programme, both male and female employees can target their leadership skills and receive bespoke coaching to overcome barriers they may face. Secondly, we have a large cohort of female leaders undertaking the Level 7 Women in Leadership apprenticeship.

This year we have also recognised and celebrated female talent across our organisations, with nearly 50% of promotions being female and through our annual STAR Awards, with female employees winning in five of the six categories, including Employee of the Year and two winners for the category of Rising STARS. The winners represent all aspects of our business from investment, development, construction, legal, business systems and talent team.

We also recognised the contribution of long-serving employees, including women in key roles who have helped shape the business's success for more than 25 years.

## Future plans

Our intention is to continue to engage with employees face to face and through forums. By listening, we can adapt and prioritise what is needed. We will continue to evolve and shape the organisation in ways that matters to them.

## Continue to listen

We strive to continue to create an open culture, encouraging feedback and suggestions for areas of focus.

This is reflected in our engagement scores. In 2025 we had over 80% of our organisation actively take part in our annual engagement survey. The engagement index measuring advocacy, pride and loyalty increased and the employee net promoter score – ‘would you recommend Watkin Jones as a place to work’ increased from +8 to +29.

WJG	Engagement participation	Engagement index	eNPS (employee net promoter score)
2025	83%	7.6	+29
2024	76%	7.2	+8
2023	66%	7.1	+2
2022	64%	7.3	+12
2021	59%	6.9	-2





## Creating the future of living

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