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**OUR SOCIAL VALUE STRATEGY**

**CREATING  
OPPORTUNITIES**

- 
- INCLUSIVE EMPLOYMENT • CHAMPION LIVING WAGE • GROW YOUNG TALENT •
  - INSPIRE YOUNG PEOPLE • BUY SOCIAL • SCALE THE SOCIAL ENTERPRISE SECTOR •

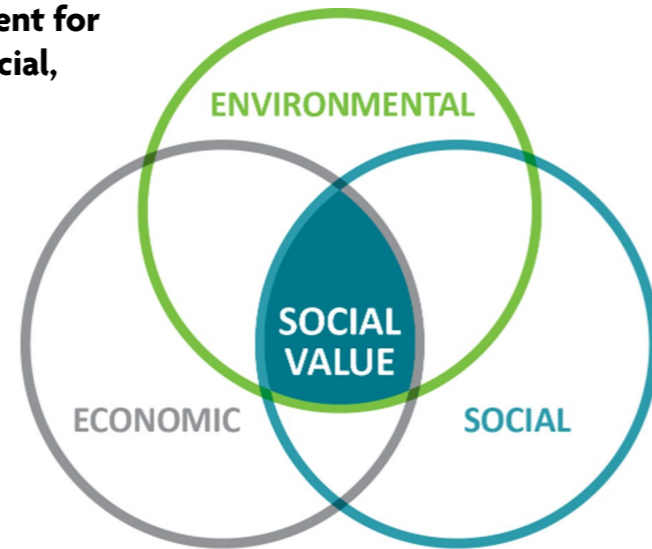


# BACKGROUND AND RATIONALE

**Social value is the long-term, sustainable improvement for society that can be gained by promoting positive social, economic and environmental impact.**

It can be described as the 'broader value' that is created for society by considering a wide range of impacts that our decisions can influence, not just the financial implications.

By considering social value in the decisions we take as a business, including the way we operate, employ staff, engage with communities and procure products and services, we can cultivate a more sustainable, resilient and inclusive society. This enables Wates Group to build a positive legacy and demonstrate that business done well can be a force for good.



**“How we do business is as important as what we do.”**

- DAVID ALLEN, CHIEF EXECUTIVE

## RATIONALE

1. Wates Group's Guiding Framework clearly sets out our goals to be a sustainable, trusted, and progressive business and reiterates the goals and behaviours that are central to our culture.
2. The Social Value Act (2012) stipulates that public sector bodies take account of the broader value that stands to be gained by society when awarding contracts. Procurement Policy Note 06/20 takes this further, requiring 'explicit evaluation' of social value for central Government contracts from January 2021.
3. There is a groundswell of scrutiny by the public and by current and prospective employees over how businesses operate, together with increasing weightings in tender requirements (including a minimum 10% weighting for central Government contracts from 2021) and penalties for not delivering on social value commitments.

The importance of, and business case for, delivering social value is clear:

“How we do business is as important as what we do”

- David Allen, Chief Executive

In a company wide survey\*, 77% of employees agreed that the annual Community and Conservation Week was an important part of what makes Wates a good place to work and 84% said they believed strongly that it made a difference in the community. Yet volunteering is just one component of the social value activity that builds the Wates brand and engages employees, clients and suppliers.

\*Internal survey carried out in 2018.



With the impact of Covid-19 affecting people across the UK, expectations that businesses will invest in the communities where they operate have never been stronger. Projects must deliver for both society and our clients for us to genuinely embrace the challenge of Creating Tomorrow Together. This strategy sets out where we will focus our effort and impact to 2025.



# STRATEGY AIMS AND THEMES

At Wates, we are committed to:

## LEAVE A LASTING LEGACY IN THE COMMUNITIES WHERE WE LIVE AND WORK

## DEMONSTRATE THAT BUSINESS CAN BE A FORCE FOR GOOD

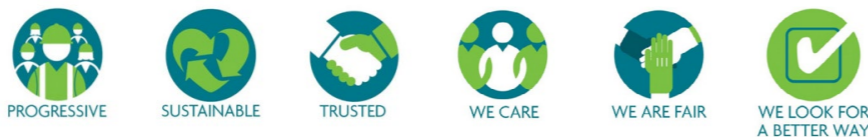
Our investment in local communities across the Group focuses on three strategic themes, underpinning our purpose to create the places, communities and businesses of tomorrow, in line with our Guiding Framework\*.



Our policies on delivering sustainability and social value are closely linked to the United Nations Sustainable Development Goals (SDGs) - these address global challenges including poverty, climate change, inequality and justice. This social value strategy aligns with the following SDGs (right) which are referenced throughout this document.

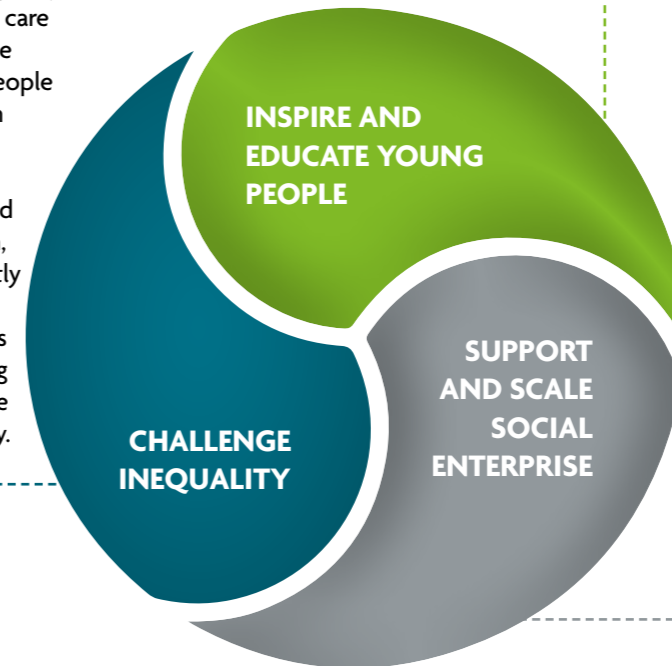


\*Guiding Framework goals and behaviours



Encouraging our projects to provide employment for those people furthest from the workforce is one way that we can challenge inequality. People in these groups include care leavers, ex-offenders, ex-service personnel, the unemployed, people with disabilities and those with experience of homelessness.

The real Living Wage, advocated by the Living Wage Foundation, is a voluntary and independently set pay rate that reflects the true cost of living. Wates wants to be a champion for the Living Wage to ensure that people are not trapped in working poverty.



Our education and engagement programmes provide young people with employability skills for the workplace and open their eyes to the huge range of careers in construction and the built environment.

Programmes are designed to link with Wates' Diversity & Inclusion strategy by promoting the sector to under-represented groups, especially women and young people from the BAME community. We also seek to promote social mobility, implementing early engagement with young people most at risk of facing barriers to work when they leave education.

Social Enterprises (SEs) are businesses that trade to tackle social problems, to improve communities, people's life chances or the environment. They are businesses that operate to deliver social and/or environmental benefits, for example, by employing people on the fringes of society. Using their profits to maximise this wider societal impact sets them apart from other commercial businesses.

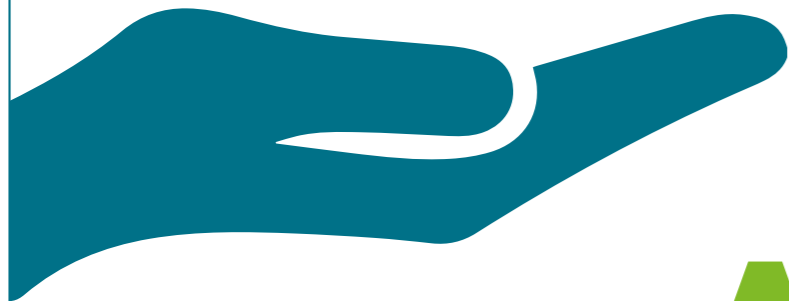
Trading with organisations that, by definition, 'give back' to society provides a tangible way to leverage our purchasing power and deliver social value. Wates has already spent over £20m with the sector and will continue to recognise and strengthen the important contribution of the SE sector.

The strategic themes will be facilitated by stronger employee and supply chain engagement and enhanced impact reporting.

# CHALLENGE INEQUALITY

INCLUSIVE EMPLOYMENT • CHAMPION LIVING WAGE

**EMPLOY**   
**ONE PERSON**  
FROM GROUPS FURTHEST FROM THE WORKFORCE  
**ON EVERY PROJECT**



**ACHIEVE  
LIVING WAGE**

RECOGNISED SERVICE PROVIDER STATUS

BY 2025



**CREATE EMPLOYMENT OPPORTUNITIES FOR THOSE FURTHEST FROM THE WORKFORCE**

**HOW WILL WE DO IT?**

**Employ one person from groups furthest from the workforce\* on every project**

Direct employment opportunities (including apprentices) or indirect employment where this is not possible.

**WATES GROUP TO BECOME A RECOGNISED LIVING WAGE SERVICE PROVIDER**

**HOW WILL WE DO IT?**

**By 2025 100% of customers are requested to consider the Real Living Wage for their contracts.**

The Real Living Wage, advocated by the Living Wage Foundation, is a voluntary and independently set pay rate that reflects the true cost of living. Wates wants to be a champion for the Living Wage to ensure that people are not trapped in working poverty.



\*Furthest from the workforce groups include: ex-offenders, ex-services, homeless, care leavers, unemployed/NEET and disabled people.

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This commitment is linked to the following UN Sustainable Development Goals:



# INSPIRE AND EDUCATE YOUNG PEOPLE

INSPIRE YOUNG PEOPLE • GROW YOUNG TALENT

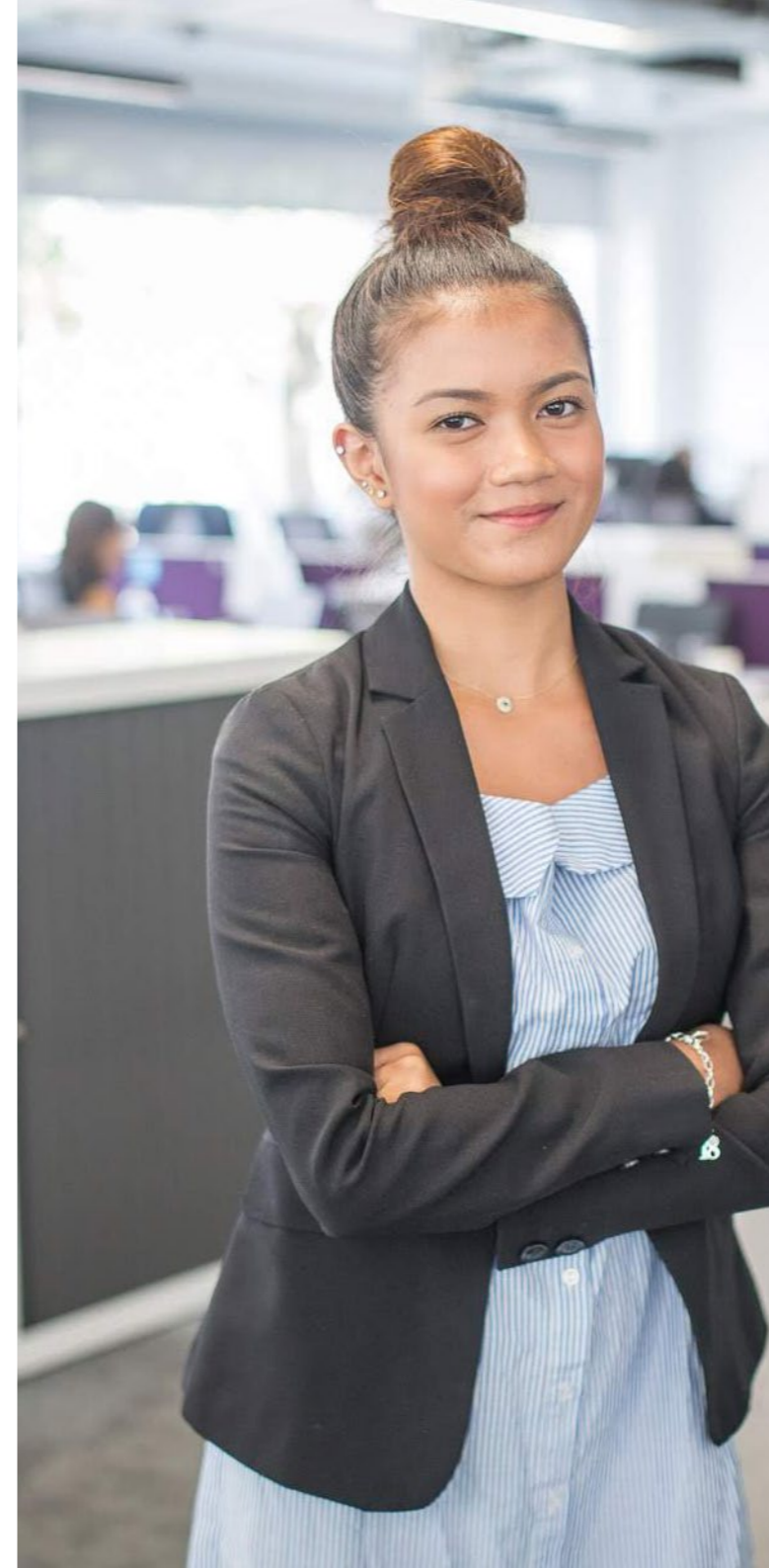


**INSPIRE & EDUCATE**  
**25,000**  
YOUNG PEOPLE  
ABOUT CAREERS IN THE BUILT ENVIRONMENT



**GROW**  
BUILD YOURSELF  
**JUNIOR**  
TO REACH 10,000  
PRIMARY SCHOOL CHILDREN

BY 2025



**INSPIRE AND EDUCATE 25,000 YOUNG PEOPLE ABOUT CAREERS IN THE BUILT ENVIRONMENT BY 2025**

### HOW WILL WE DO IT?

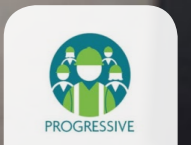
**Inspire 10,000 primary age children about careers in the built environment**

- Summer programme with construction focus
- Employability workshops
- Construction focused work visits
- Environmental sustainability workshops with a construction focus.

**Educate 15,000 young people in secondary/further education (age 11-18) about careers in the built environment (in person and virtually)**


- Mentoring programmes, targeting those interested in construction and the built environment, those exploring career options, and those interested in apprenticeships
- Employability workshops (Years 7-11)
- Summer Programme (residential)
- Careers Fairs (Years 7-11)
- Work Experience (including T Levels)
- Summer internships
- Site/office visits
- Sector specific input at assemblies and insight days
- Parent/Teacher/Careers Adviser awareness initiatives
- Map pathways from education engagement to Early Careers.

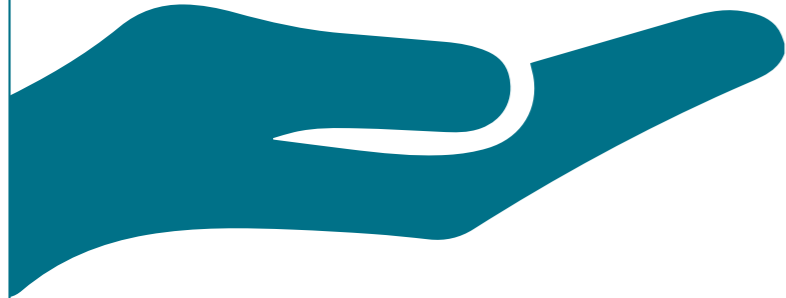
This commitment is linked to the following UN Sustainable Development Goals:



# SUPPORT AND SCALE SOCIAL ENTERPRISE

BUY SOCIAL • SCALE THE SOCIAL ENTERPRISE SECTOR

 **SPEND**  
**25 MILLION**  
WITH **SOCIAL**  
**ENTERPRISES**



**SUPPORT**  
**FIVE**

SOCIAL ENTERPRISES  
**TO ACHIEVE**  
NATIONAL SCALE

BY 2025



**SPEND £25M (£45M CUMULATIVE) BY 2025 TO SUPPORT AND SCALE THE SOCIAL ENTERPRISE SECTOR**

## HOW WILL WE DO IT?

### Spend £25m with Social Enterprises

Social Enterprises (SEs) are businesses that trade to tackle social problems, improve communities, people's life chances or the environment. They are businesses that operate to deliver social and/or environmental benefits, for example by employing people on the fringes of society. Using their profits to maximise this wider societal impact sets them apart from other commercial businesses. Trading with organisations that, by definition, 'give back' to society provides a tangible way to leverage our purchasing power and deliver social value. Wates has already spent over £20m with the sector and will continue to recognise and strengthen the important contribution of the SE sector.

### Wates Business Mentoring Programme to drive Social Enterprise growth

Enable five social enterprises to achieve national scale  
- identify SE partners, conduct needs analysis and pair mentors.

This commitment is linked to the following UN Sustainable Development Goals:



WE LOOK FOR  
A BETTER WAY



PROGRESSIVE

**CHANGING  
OUR HABITS**  
**ZERO HARM**

This strategy focuses on the social and economic elements of social value and is complemented by the Changing our Habits environment strategy.




[wates.co.uk/social-value](https://wates.co.uk/social-value)

For more information on this strategy or anything relating to Wates' commitment to deliver social value, please contact:

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**Wates** 