



#WATES #TOGETHER

A place where everyone is welcomed, included and connected

OUR DIVERSITY AND INCLUSION PLAN

ACCELERATING OUR EFFORTS

**WE
WILL**

HAVE A WORKPLACE THAT ACCURATELY REFLECTS SOCIETY

REVIEW AND STRENGTHEN OUR PARENTAL LEAVE AND FLEXIBLE WORKING POLICIES

LAUNCH AN INCLUSIVE LEADERSHIP PROGRAMME AND ALL EMPLOYEE E-LEARNING MODULES

IMPLEMENT THE FAIRNESS, INCLUSION & RESPECT CAMPAIGN ACROSS OUR PROJECTS

ADDRESS OUR GENDER BALANCE AT ALL LEVELS, IMPROVING OUR GENDER PAY GAP

IMPLEMENT A MIXED MENTORING PROGRAMME

ESTABLISH FORUMS FOR UNDER-REPRESENTED GROUPS TO MEET AND INTERACT

COLLABORATE WITH EXTERNAL PARTNERS TO HELP DRIVE INDUSTRY CHANGE

#WatesTogether

INTRODUCTION

#WatesTogether

The Wates business can be a powerful force for good.

That starts by being a business where everyone is **welcomed, included and connected.**

A business where we look out for each other. A safe place in which everyone can be themselves.

That's what we mean by **#WatesTogether.**

A more inclusive and even better business. Better for all of us, including our stakeholders and our partners. Where we more accurately reflect the diverse communities we serve.

A business where everyone is treated fairly and gets the chance to contribute and progress. Where innovation and ideas are encouraged as we always look to find a better way.

A great place to work where the health and happiness of our people is paramount. Where performance is recognised and differences are celebrated.

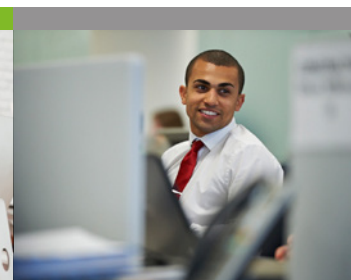
The entire built environment sector needs to change to become more representative of wider society. **At Wates we want to lead that change.**

This document sets out our approach, our goals and targets and how you can contribute.

Join us on our journey.

#WatesTogether

It's for all of us.



WHAT WE HAVE DONE SO FAR

- Established **Wates Women** network - focusing on communication, mentoring circles and networking events
- We are a Member of **ENEI (Employers Network for Equality and Inclusion)**
- We have C2E (Commitment to Equality) **Gold level accreditation**
- We have developed and rolled out our **Building Futures Programme** - over 1500 participants to date with 54% moving into employment or further training
- We have pioneered and established **Build Yourself** – our school engagement programme which recently had 90% BAME and 30% female participation

**BUILDING
FUTURES**

enei
employers
network
for equality
& inclusion



**BUILD
YOURSELF**

A logo featuring a stylized handshake in white and yellow, followed by the word 'WELCOMED' in white capital letters with a horizontal line underneath.

A logo featuring a circular pattern of yellow and white dots on the left, followed by the word 'INCLUDED' in white capital letters with a horizontal line underneath.

A logo featuring the word 'CONNECTED' in yellow capital letters with a horizontal line above the 'N' and arrows pointing towards the 'C' and 'D'.



OUR STATISTICS

WHERE WE ARE TODAY (2019)

WORKFORCE

3,779 total headcount



LGBTQIAP+

1.2% of those declared
0.8% of total headcount



BAME

12.4% of those declared
11.1% of total headcount



33% do not disclose a sexual orientation

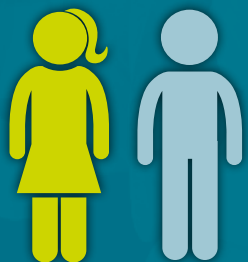
DISABILITY

0.9% disabled of those declared
0.8% of total headcount

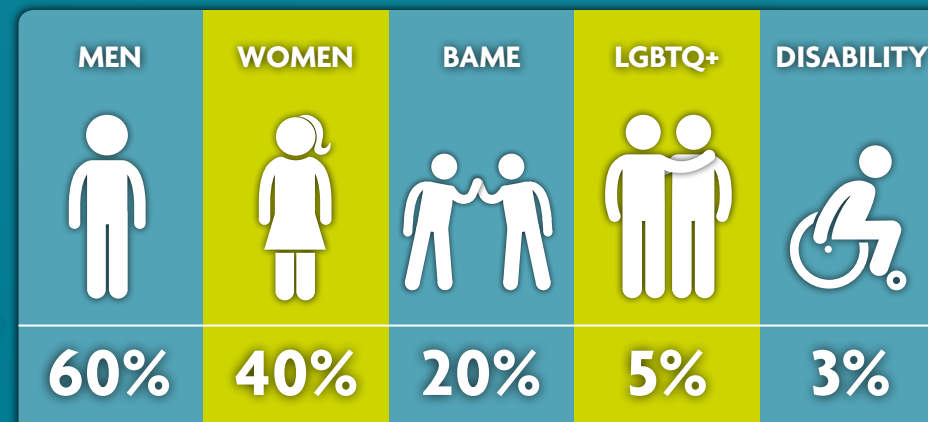


GENDER

79.6% MALE
20.4% FEMALE



WHERE WE WILL BE BY 2025



ACROSS ALL LEVELS IN OUR BUSINESS

50% of early career intake are female



5% of new recruits are career returners



OUR AMBITION FOR 2025

BY 2025 WATES WILL

- Drive industry to be more inclusive by playing a leading role in peer and stakeholder collaboration
- Have a workforce that more accurately reflects society (we will be 60% men, 40% women, 20% BAME, 3% disability and 5% LGBTQ+ across all levels in our business)
- Positively encourage flexible working through appropriate working arrangements and benefits
- Ensure fairness in all our people systems, processes and reward mechanisms
- Be a place where everyone loves to work (we will be in the Top 10 Great Places to work in the UK/Times Top 100 Companies)



OUR 3 YEAR ACTION PLAN

Strategic Priority	Action
ENCOURAGE BOLD LEADERSHIP	<p>Our leaders at all levels are committed to embracing and implementing our #WatesTogether inclusion strategy.</p> <ul style="list-style-type: none"> Develop an inclusive leadership programme Launch inclusive leadership programme Refine and continue roll out of leadership programme Communicate inclusion plan and clarify expectations Initiate industry wide inclusion peer working group and lead take a leading role
INCREASE AWARENESS THROUGH EDUCATION	<p>We provide the right tools and training to support inclusive mindsets and forums to foster debate.</p> <ul style="list-style-type: none"> Survey staff on diversity and inclusion issues Hold a business-wide Inclusion event All employee inclusion E-Learning module
INVOLVE EVERYONE	<p>We empower everyone to create inclusive working environments and encourage them to engage in activities and partnerships internally and externally.</p> <ul style="list-style-type: none"> Encourage Wates networks and Yammer forums to support under represented groups Develop and initiate mixed mentoring programme Roll out and embed mixed mentoring programme Establish partnering arrangements with one or more external bodies and agree engagement plan
EMBED INCLUSION INTO ALL WE DO	<p>We will attract and develop a diverse workforce with an inclusive mindset and ensure all of our processes and procedures support this.</p> <ul style="list-style-type: none"> Review our current recruitment policies and processes Review our current parental leave policies Review our approach to flexible working Roll out Fairness, Inclusion and Respect campaign as part of Project Excellence



#WatesTogether

A place where everyone is welcomed, included and connected and every point of view is heard and respected

Wates Group

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