

# WATES TOGETHER

Our Inclusion & Diversity  
Impact Report 2023



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# WE ARE BUILDING A FAIR PLACE TO WORK **WHERE EVERYONE CAN THRIVE**

We know that for the sustainable success of the organisation, the workplace must first work for everyone. For this, it needs all of us coming together, stepping up as allies, being inclusive and kind, and creating a place where people from all walks of life feel like they belong.

This is the ambition we have at Wates. We aim to be a fair place to work where everyone with talent and aspiration finds the opportunity to thrive.

Through this report we share how through every small action – be it reviewing a process, improving a policy, or implementing a new programme – we’re building a fairer and more equitable tomorrow for all. And I’m exceptionally proud of this effort by my colleagues.

**#WatesTogether**

**Eoghan O’Lionaird, CEO**

# WATES TOGETHER: OUR APPROACH

When we all come together, we can build a better tomorrow. We can create a workplace where everyone can be themselves. We can create a future that is inclusive.

## FAIR TREATMENT

Everyone is treated with fairness and respect. If someone finds themselves being treated unfairly, they will feel able to speak up, will be listened to, and appropriate action taken.

## FAIR OPPORTUNITIES

Everyone has fair access to development and progression opportunities to build a meaningful career of choice. And there is equity in pay for all.

## FAIR HIRING

We hire the best person for the job from a diverse pool of candidates. We actively challenge and ultimately eliminate perceptions that prevent any prospective talent from joining our business.





# FAIR TREATMENT

Everyone is treated with fairness and respect. If someone finds themselves not being treated fairly, they will feel able to speak up, will be listened to, and appropriate action taken.

## Menopause Support Programme

Our Menopause Support Programme creates a **reassuring and understanding environment** for individuals experiencing this natural phase of life. Colleagues have access to trained Employee Relations (ER) Advisors and Menopause Ambassadors if they want help **navigating their menopause experience**. This programme is complemented by our Menopause Handbook and other online resources to offer support as needed.

### Colleagues are supported through:

- Menopause Ambassadors
- Menopause handbook
- Peppy and other online resources

## Reverse Mentoring Programme

Through this programme, leaders connect with colleagues from minoritised ethnic backgrounds to gain a better understanding of their lived experiences and systemic inequities – including privileges and prejudices.

These conversations are helping leaders **create a more equitable environment** that has a positive impact on the overall sense of wellbeing, career development and progression opportunities for colleagues.

Our Reverse Mentoring Programme also gives colleagues the opportunity to **grow their support network**, both within our business and outside of it.

### HIGHLIGHTS

We were **finalists** in the Menopause Workplace Excellence Awards – a partnership between The Menopause Hub and Great Place To Work®.



**72** pairs have taken part in the **Reverse Mentoring Programme** since it launched three years ago.



“

The biggest takeaway for me was around

**PRIVILEGE.**

That we do have it, and it is okay to acknowledge it. Conversations with my mentor helped me have an

**OPEN MIND**

about the privilege I have and how I can use it to be an ally. ”

**Mark Craig**

Regional Director, London, Wates Construction Group

“

Through the mentoring, I have reflected on my own

**EXPERIENCES**

and learned things about myself and

**CLARITY**

on what I want to work towards. I know all the mentees are busy leaders and taking time out to do this requires dedication on their part.

And I really appreciated that. ”

**Nadine Bassani**

Senior IT Project Manager, Wates Group Services



# OUR EMPLOYEE NETWORKS

Our employee networks play an invaluable role in ensuring **fair treatment** across our business. By offering a place where colleagues can come together as a community, our networks are helping everyone feel safe and supported.

## BuildOut Together

Ensures that LGBTQ+ representation is visible. A dedicated forum, 'Spill the Tea', creates a safe space for honest and respectful dialogue and the sharing of stories and resources. They influence policy and lead initiatives to ensure greater LGBTQ+ inclusion within Wates.

**Sponsor: Steve Beechey**

**Co-chairs: Ellie Bond and Jamie Earl**

## Disabled and Allies

Aims to improve the experience of colleagues with disabilities by offering space for open dialogue, practical support and ally education for an accessible and inclusive environment. They encourage colleagues to access any support required and offer a 'Lunch and Learn' forum.

**Sponsor: David Morgan**

**Sponsor from 2024 onwards: Rosie Toogood**

**Co-chairs: Jo Olsen, Nick Leigh, Lewis Jones**

## Mental Health and Allies

Creates a supportive and fully inclusive culture, where mental health is valued and prioritised, the wellbeing of everyone is enhanced, and the topic of mental health is normalised. Mental Health and Allies creates a safe space for colleagues across our business.

**Sponsor: Paul Chandler**

**Co-chairs: Mehvish Sharif, Graeme Dyer, Georgina Overton**

## Parents and Carers

Supports colleagues with parenting and caring responsibilities by raising awareness of our family-friendly policies and flexible working principles. They share stories and insights through a dedicated 'In Conversation...' forum to help everyone find the support they need.

**Sponsor: Nick Jones**

**Co-chairs: Amy Smith, Nikki Senior, Ed Bodington**

## R.A.C.E and Allies (Race and Ethnicity Network)

Supporting racial and ethnic inclusion, this network enables colleagues to build connections in a supportive environment. They lead the celebration of different faiths, religions and cultures and help us all drive positive change. Colleagues come together as a community for events such as 'Film Club'.

**Sponsor: Helen Bunch**

**Co-chairs: Tony Lue, Melissa Dias, Heather Tudor**

## Wates Women and Allies

Drives the gender equality agenda to enable all women to achieve their potential, creates networking opportunities and connections, and offers a safe environment to share experiences and reach out for support. Our workstreams focus on encouraging women to drive lasting change.

**Sponsor: David Brocklebank**

**Co-chairs: Alice Fox and Riya Rathod**





# FAIR OPPORTUNITIES

Everyone has fair access to development and progression opportunities to build a meaningful career of choice. And there is equity in pay for all.

## Mentoring Circles Programme

This 12-month programme, delivered by our senior leaders, helps women across the business with skills such as career management, negotiation, team effectiveness and relationship building. As part of this programme, colleagues have the opportunity to grow their networks and career-building interactions at work.

Mentees shared that they had **better resilience, enhanced self-confidence, new skills and stronger networks** after participating in the programme.

These new skills are helping colleagues across our business progress their careers. The relationships that colleagues built within their cohorts have continued to grow past the programme's end date, offering an ongoing community of support and solidarity.

**Our Mentoring Circles programme received the Wates Chairman's Award for collaboration.**

## Internal Mobility Pilot Programme

Through this pilot, we are taking a skill-based approach to support career transitions for our colleagues. Colleagues with transferable skills have an opportunity to experiment with a career in the Surveying function with a 'Starter Surveyor' role. They receive on-the-job learning and technical skills training during their 12-month secondment. The programme helps create **diversified career routes**, giving more colleagues the chance to **utilise their transferable skills and develop their careers**, as well as **improving colleague retention**.

### HIGHLIGHTS

# 142

women have been part of the **Mentoring Circles Programme** since it launched 2 years ago.

# 15%

of the first cohort have been promoted into more senior roles.

# 6

colleagues from the **Internal Mobility Pilot Programme** have started their **career transition** to our surveying function.

“

My mentor created a really safe,

**TRUSTING**

and open space and was completely dedicated to her role as our mentor. I very quickly found myself applying what we'd discussed during the sessions to real life. It's opened up my network and given me

**OPPORTUNITIES**

to be part of conversations I wouldn't have otherwise had. And about seven months into the programme, I achieved a promotion. ”

**Danielle Buckley**

Regional Social Value Manager, Wates Residential





# FAIR HIRING

We hire the best person for the job from a diverse pool of candidates. We actively challenge and ultimately eliminate perceptions that prevent any prospective talent from joining our business.

## Women into Construction

Through our partnership with Women into Construction, we're helping more women start a career in the construction/built environment industry. We offer different routes into the industry, providing employability training and work placements to help **women feel confident** finding and starting a new role.

## STEM Returners

We've partnered with STEM Returners to offer qualified and experienced candidates the opportunity to restart their careers after taking a career break. Through this programme, we're helping **break down the barriers individuals may face**.

## Change 100

Through our partnership with Change 100, we're offering young people who have a disability or long-term health condition an internship with us. By offering these opportunities, we're helping young people **develop their skills** and **grow their confidence** ready for finding their first role after graduating.

### HIGHLIGHTS

"I got to know about **WIC** through social media and registered with the programme. The first day was exciting and the group of women I met were superb. I am grateful to Wates for giving me the opportunity to chase my dream. The amount of support I received from the team is exceptional."

**Danusha Gunawardena, Apprentice Site Manager, Wates Drylining Services**

"**STEM Returners** acted as the missing link between me and the employers. In my new role, I have started to gain insights into the UK construction industry and the features of building services."

**Anwasha Gupta, Bid Manager**

"I believe **Change 100** helped me secure my first role at Wates as it allowed me to demonstrate to the company my abilities, including the quality of my work and hard-working, determined nature. It allowed me to understand what my strengths were and highlighted a career path in HR."

**Robert Vann, Human Resources Administrator**

# ALLYSHIP: EMBEDDING INCLUSION THROUGH OUR EVERYDAY ACTIONS

Building a workplace where everyone feels like they belong takes all of us working together. With every action, colleagues are stepping forward and constructing a safer, fairer and more welcoming environment where everyone can thrive.

This year we celebrated our fourth Inclusion Month, focusing on how we can all be better allies. **More than 1800 colleagues upskilled themselves** on 'How to be an effective ally' ensuring that they can step up effectively as an ally when required. We introduced our colleagues to the 4D Model Response Framework – Distraction, Delegation, Direct Action, Delay – to help them identify the appropriate action they feel comfortable taking as an ally.

## HIGHLIGHT

Every act of allyship makes a difference. During Inclusion Month, more than 285 colleagues were recognised for their allyship by their peers.

Of the **1800** colleagues who attended our 'How to be an effective ally' session:

**78%**

would feel confident checking in with a colleague

**91%**

have a better understanding of what effective allyship is

**83%**

understand the 4D model and feel confident using it

**72%**

would feel confident speaking up if they notice inappropriate behaviour

**91%**

would feel confident offering support to a colleague when they need it

**25%**

would confidently offer mentoring or coaching support to a colleague

# STRENGTHENING INCLUSIVITY

Since we launched Wates Together in 2019, every small act of inclusion we have taken has helped us build a more inclusive workplace that is more representative of the communities we serve.

	2019	2023
<b>Female representation*</b>		
All colleagues	27%	31%
Senior Leadership Group (SLG)	14%	23%
<b>Minoritised Ethnicities (ME) representation*</b>		
All colleagues	10%	15%
Senior Leadership Group (SLG)	3%	6%
LGBTQ+ representation**	1%	4%
Disability representation**	0.9%	6%

Of the 888 colleagues who joined us in 2023:

**2%**

from the LGBTQ+ community

**22%**

from Black, Asian, Mixed and minoritised ethnic backgrounds

**4%**

are people with disabilities

**28%**

have a working-class background

**35%**

are women

**1%**

are career returners

\* Current figures are correct as of December 2023 and are based on non-operative population.

\*\* Self identification data from Inpulse, our employee engagement survey.

# BUILDING EQUITY: STEPS TOWARDS GENDER PAY PARITY

While we're proud to see that the representation of women is improving across our business, we acknowledge there is still some way to go to close the gender pay gap further and remain steadfast in our commitment to doing so.

In line with legislation, our seventh annual Gender Pay Gap (GPG) Report publishes four types of figures:

- Gender pay gap (mean and median averages in hourly rates of pay)
- Gender bonus gap (mean and median average)
- Proportion of men and women receiving a bonus
- Proportion of men and women in each quartile of our organisation's pay structure

The data presented here is a snapshot in time, specifically from 5 April 2023, as per the relevant legislation for the Wates Group (which includes all our colleagues). The data for our three employing entities can be found in the appendix section of this report.

The GPG illustrates the difference in average hourly rate of pay for all women compared to all men, irrespective of their grade or role. It is expressed as a percentage of men's average pay. GPG is not the same as equal pay, which is concerned with ensuring women and men are paid the same for the same work or work of equal value. Our GPG is driven by a higher proportion of men occupying senior and higher graded roles, which is a shared

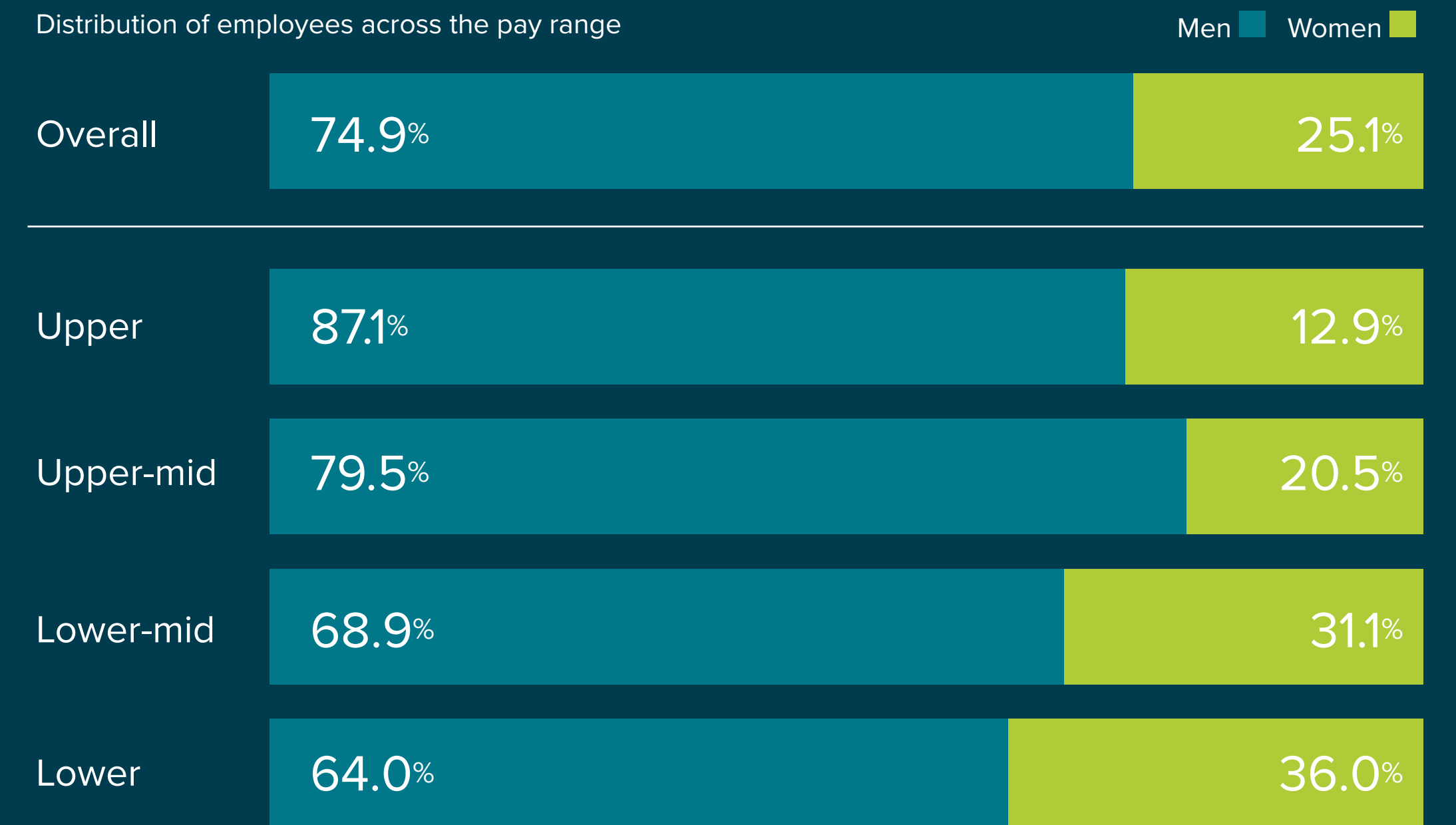
issue affecting many employers in the Built Environment sector.

Our continued effort to attract diverse talent and improve female representation at early and mid-career levels means we have seen an overall improvement in female representation (15% growth since 2021).

The proportions of women in the upper and upper-middle pay quartiles are the highest they have been since reporting began.

The mean difference has closed marginally to 25%, after a slight increase in 2022, and we're encouraged to see a shift in the median pay gap, which has once again narrowed year-on-year, this time by 3.6%.

Gender Pay Gap	Gender Bonus Gap	Bonus Payment Ratio
Median 25.6%	Median 56.6%	Men 62.3%
Mean 25.0%	Mean 51.2%	Women 73.4%



# BUILDING EQUITY: STEPS TOWARDS ETHNICITY PAY PARITY

As part of our continued efforts to strengthen inclusivity at Wates, we are pleased to share our third voluntary Ethnicity Pay Gap (EPG) Report. There is still no statutory requirement to report ethnicity pay gaps, but we believe a transparent approach to the figures across more representations and communities within Wates will help towards closing the ethnicity pay gap.

With no legislative requirement to publish the details of an Ethnicity Pay Gap (EPG) Report, there are no set rules for compiling the data. As such, we have mirrored the format of the Gender Pay Gap (GPG) Report for consistency and ease of understanding. As with our GPG, the data presented here is a snapshot in time, specifically from 5 April 2023 for our EPG and the previous 12 months for the ethnicity bonus gap.

However, the methodology is slightly different to the GPG due to gaps from 6% of employees withholding or refraining from disclosing their self-identification. By asking employees to provide their ethnicity, we can properly analyse the representational changes over time and through roles and seniority.

Our continued effort to drive equality has seen the ethnicity pay gap close slightly, but there is still some way to go to close the gap further. Data shows a 9.5% increase in the number of bonuses paid to Minoritised Ethnicities (alongside a 4.8% increase in bonuses paid to white employees).

This year's data shows a slight decrease in ethnic balance across our workforce, which could be in part due to the missing data from 6% of employees. Ethnic balance has decreased across most of our pay quartiles, however we are encouraged by the improvement in ethnic balance in our upper pay quartile which has increased by 0.5%.

## Ethnicity Pay Gap

Median **29.6%**  
Mean **24.0%**

## Ethnicity Bonus Gap

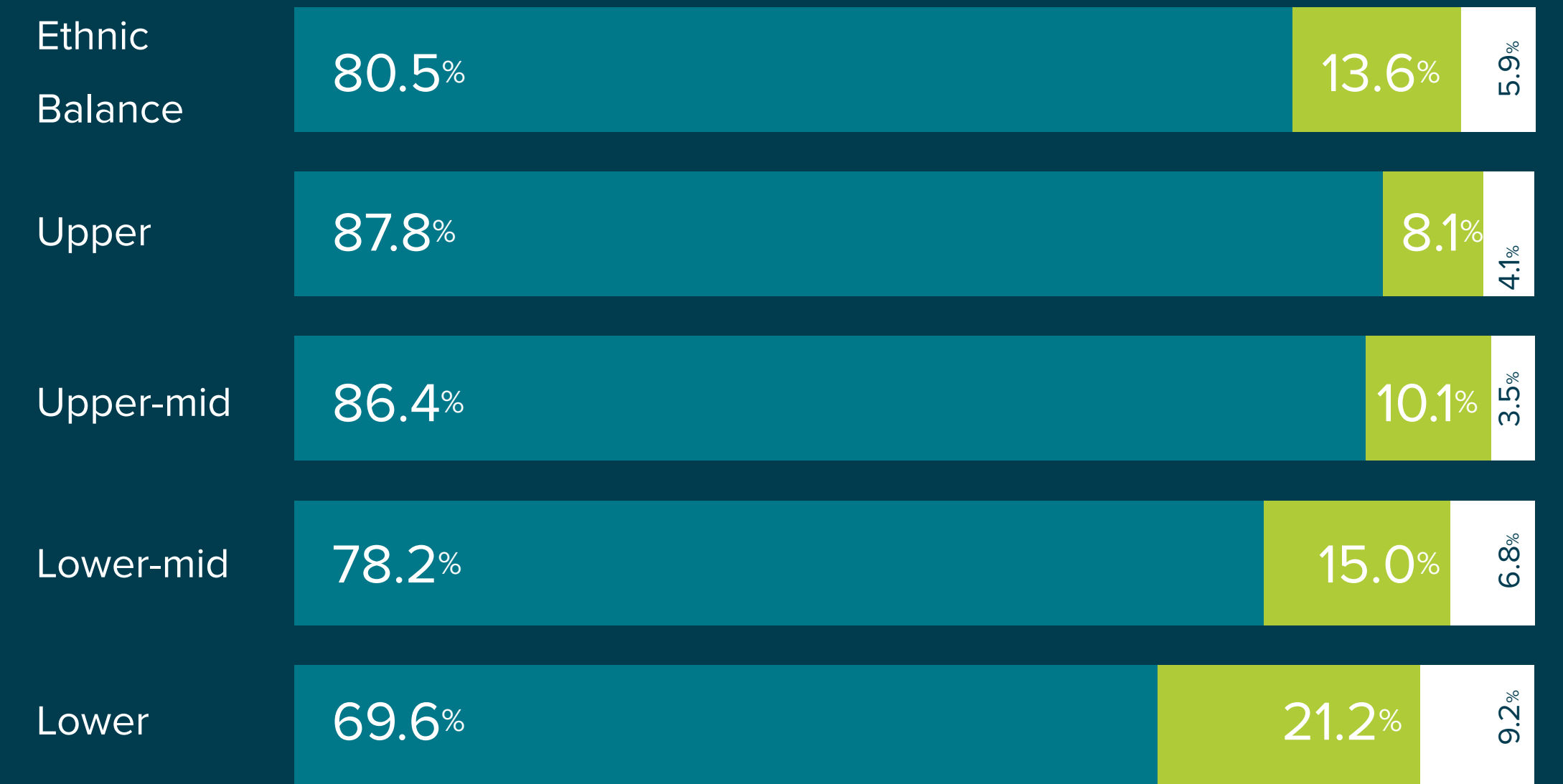
Median **46.7%**  
Mean **51.6%**

## Bonus Payment Ratio

White **66.6%**  
Minoritised Ethnicities **63.5%**

Distribution of ethnicities across the pay range

White ■ Minoritised Ethnicities (ME) ■ Unknown ■



# LOOKING AHEAD TO 2024

"In 2024, I'm looking forward to moving even closer to the #WatesTogether ambition of a fair place to work where everyone can thrive. By driving meaningful action that attracts the best talent and offering equitable opportunities, everyone can perform to their potential because they are in a workplace where they belong."



**Nikunj Upadhyay,**  
Group Inclusion  
& Diversity Director



## FAIR TREATMENT

To ensure all our colleagues are treated with fairness and respect, we will:

1. Effectively communicate our updated people policies and processes to help colleagues access the support they need.
2. Strengthen allyship and inclusive leadership skills in managers to create a fairer work environment.
3. Raise awareness of our Employee Networks so all colleagues can access the safe space they offer.

## FAIR OPPORTUNITIES

To provide fair access to progression and ensure equity in pay, we will:

1. Implement mentoring and coaching programmes that help colleagues access career-building opportunities.
2. Continue to deploy our Internal Mobility pilot to facilitate role transitions based on transferable skills.
3. Demystify the promotion process to offer better transparency and support fairness and equity.

## FAIR HIRING

To ensure our careers are accessible to a diverse pool of candidates, we will:

1. Increase brand awareness and visibility of our careers through focused campaigns.
2. Attract untapped talent pools into Wates through partnerships with specialists such as Change 100, Women into Construction and STEM Returners.
3. Support new hires, especially from minority communities, in building their network within 90 days of joining.



# APPENDIX

# STATUTORY GENDER

# PAY GAP DISCLOSURES

The legislation requires all legal entities in the UK employing more than 250 people to publish GPG data. Wates Group has three such entities: SES (Engineering Services) Ltd, Wates Group Services Ltd, and Wates Property Services Ltd. In line with legislation, the GPG figures for each are presented below:

Employer entity  
**Wates Group Services Ltd**

GENDER PAY GAP	PAY	BONUS
Median	35.5%	54.8%
Mean	30.6%	51.9%

CATEGORY	RELEVANT EMPLOYEES	FULL-PAY RELEVANT EMPLOYEES
Male	1,813	1,799
Female	758	729
<b>Total</b>	<b>2,571</b>	<b>2,528</b>

BONUS PAYMENT RATIO	
Male	84.3%
Female	80.6%

Employer entity  
**Wates Property Services Ltd**

GENDER PAY GAP	PAY	BONUS
Median	8.1%	9.3%
Mean	5.2%	16.0%

CATEGORY	RELEVANT EMPLOYEES	FULL-PAY RELEVANT EMPLOYEES
Male	516	515
Female	153	149
<b>Total</b>	<b>669</b>	<b>664</b>

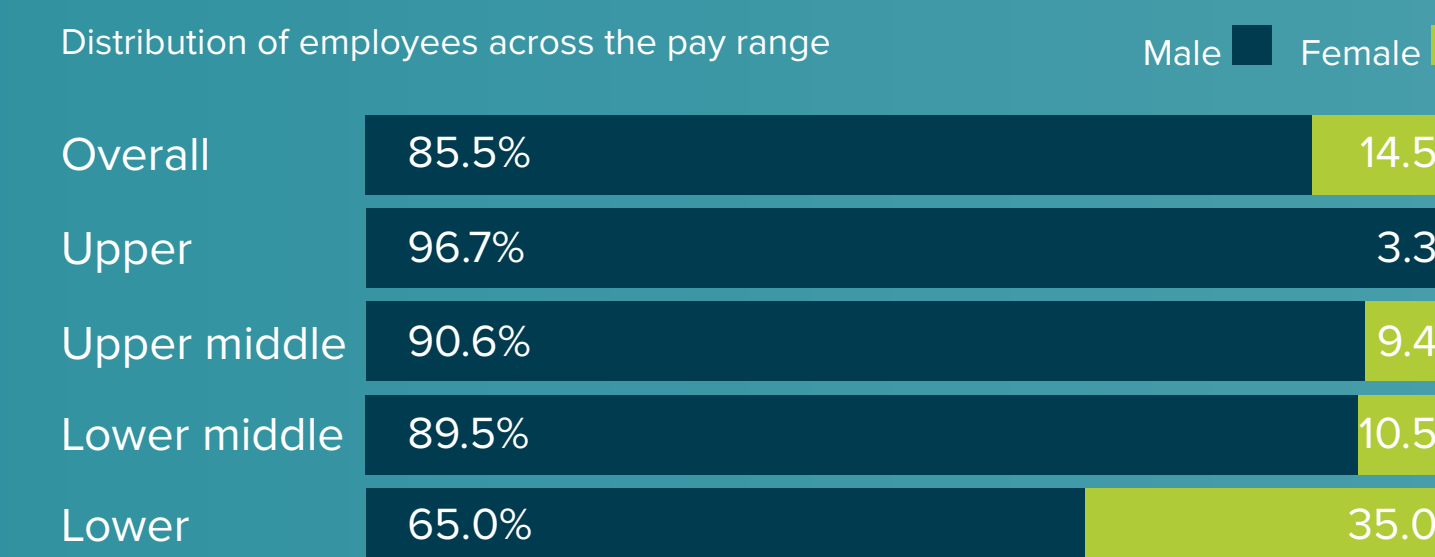
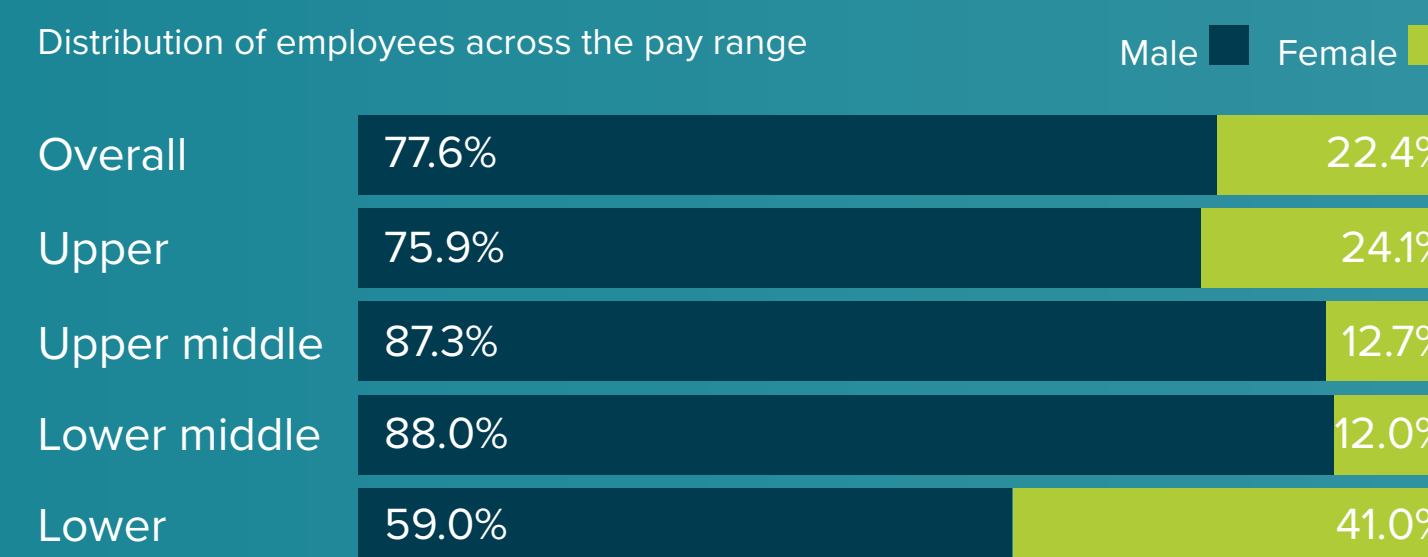
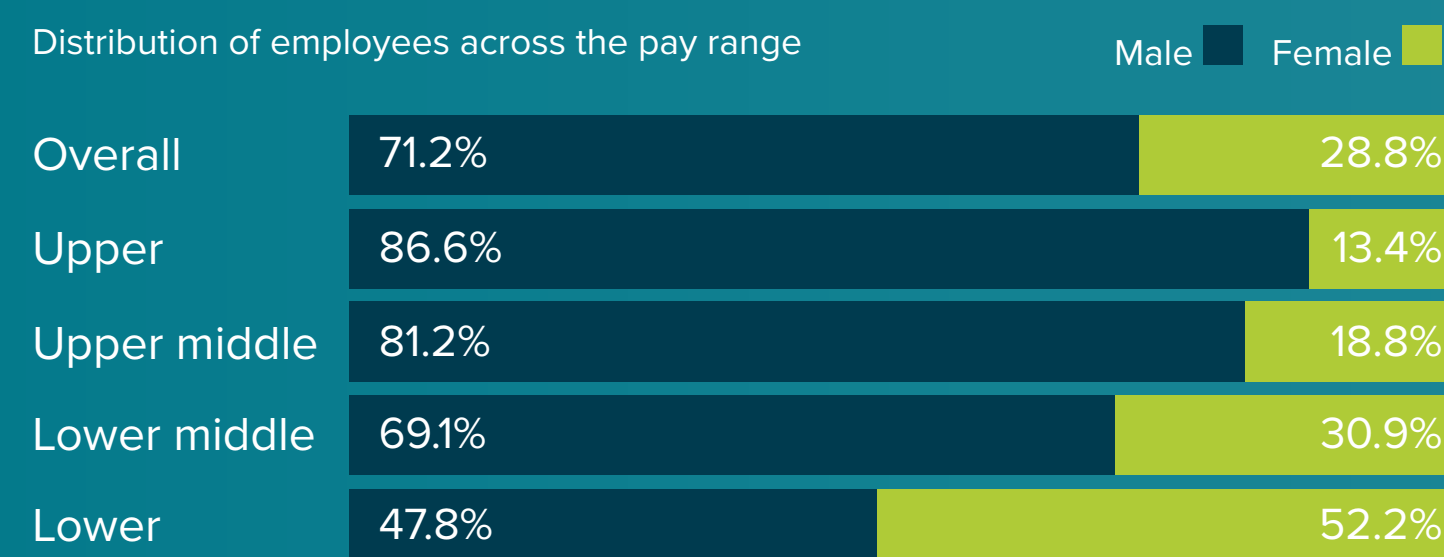
BONUS PAYMENT RATIO	
Male	38.4%
Female	75.2%

Employer entity  
**SES (Engineering Services) Ltd**

GENDER PAY GAP	PAY	BONUS
Median	32.6%	0.0%
Mean	34.2%	10.3%

CATEGORY	RELEVANT EMPLOYEES	FULL-PAY RELEVANT EMPLOYEES
Male	627	617
Female	108	105
<b>Total</b>	<b>735</b>	<b>722</b>

BONUS PAYMENT RATIO	
Male	18.5%
Female	20.4%



## Further assistance

For more information please contact  
[inclusion@wates.co.uk](mailto:inclusion@wates.co.uk)

