

# Building a fair place to work **where everyone can thrive**

Our Inclusion and Diversity Impact Report 2024



Reimagining places  
for people to thrive





# A fairer future for all

## An introduction from our Chief Executive

At Wates, fairness is more than just a principle – it is a fundamental commitment guiding our actions. As we continue reimagining places for people to thrive, we strive to create opportunities and nurture relationships that ensure everyone who works for and with Wates Group feels included, valued and treated with care.

This commitment is embedded in our Inclusion & Diversity (I&D) strategy, which is built around three pillars of Fair Treatment, Fair Opportunities and Fair Hiring. These pillars ensure that fairness is at the heart of every decision we make, every policy we introduce and every cultural evolution we undertake.

We started this journey five years ago. Over these years, we have made significant progress in transforming our workplace – from creating policies that support colleagues across different life stages to breaking down barriers that prevent equitable access to opportunities. However, this journey is far from over.

Progress is measured not just by the initiatives we launch but by the real impact of our actions on our people, our business and our industry.

This report celebrates the tangible difference achieved by our collective efforts – from increasing psychological safety and belonging to creating an environment where everyone feels empowered to thrive. The stories you will read within these pages highlight the real impact of our I&D strategy, demonstrating how fairness drives individual growth, business sustainability and industry-wide change.

I am immensely proud of what we have achieved together in this period. However, there is more to do. Thank you to everyone who plays a role in shaping a more inclusive, equitable and thriving Wates.

**Eoghan O'Lionaird**

Chief Executive, Wates Group





# Fairness: the foundation of our I&D strategy

Our I&D strategy is built on three priority areas that help embed fairness at the heart of every change we make – because what we do today lays the groundwork for a fairer, more equitable, inclusive and sustainable tomorrow.

Within this report, we share the tangible impact of our strategy – how it is shaping the experiences of our people, strengthening our business and setting new benchmarks for fairness and inclusion across our industry and beyond.



## 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

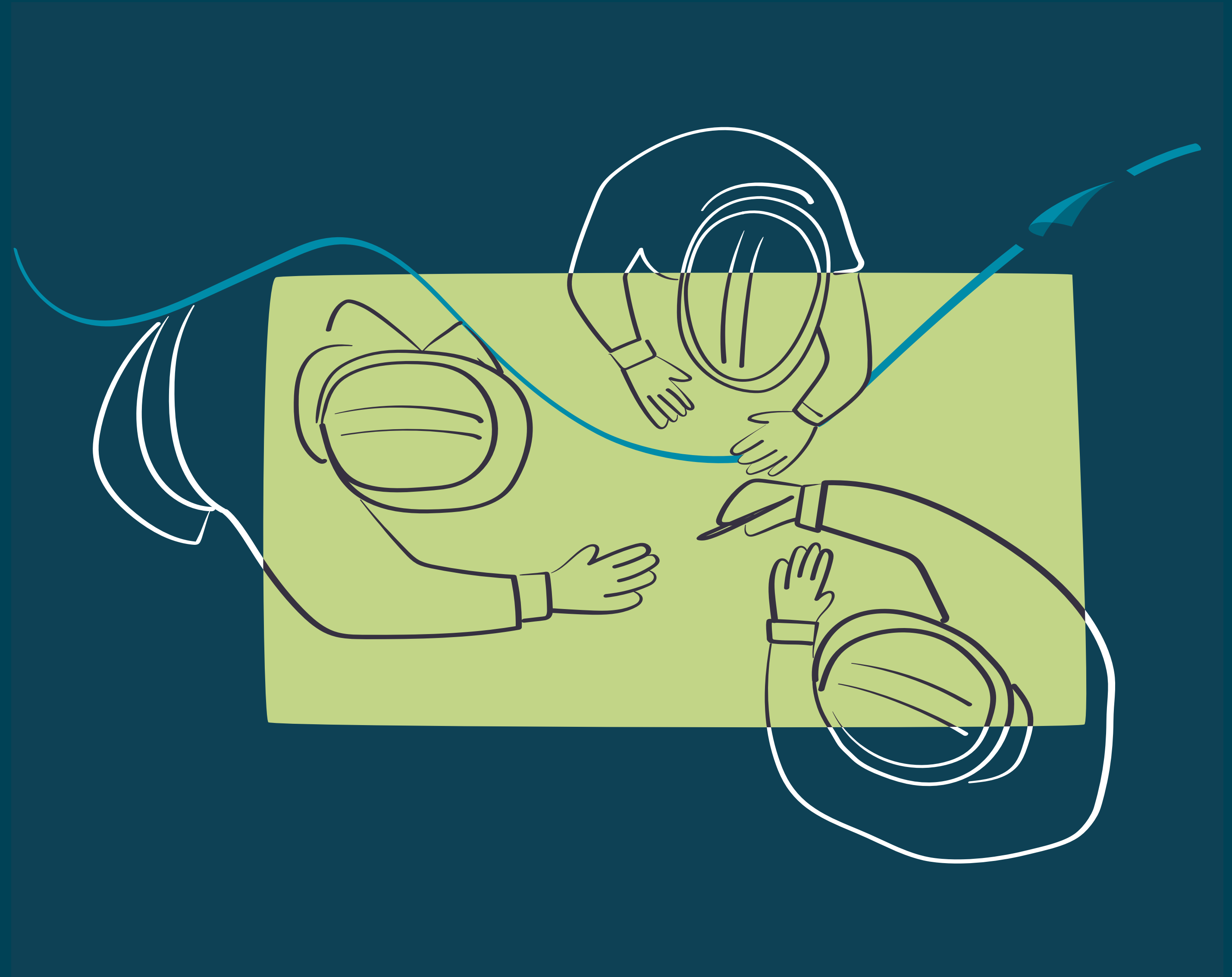
Everyone has fair access to development and progression opportunities to build a meaningful career of choice. And there is equity in pay for all.

## 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.

# Impact on our people

Enhancing the lives, careers and everyday experiences of our employees, creating a workplace where everyone feels included, invested in and treated with care.





# Strengthening psychological safety for all

Ensuring everyone is treated with fairness and respect is key to building a psychologically safe workplace. Programmes like our ethnicity-linked **Reverse Mentoring Programme** play a vital role in creating an environment where colleagues feel safe to share their lived experiences, voice their perspectives and engage in meaningful discussions that drive awareness and inclusion. By deepening trust and understanding, this programme helps shape an inclusive culture where everyone feels supported and able to give their best.

Phil’s experience as a mentee has had a lasting impact: ***“I’m a better and more informed leader as a result of the programme. I even think I’m a different father now; I speak to my children differently, which I never expected from this. I’ve spoken about it with other people in the sector and they’re blown away. It really is a leading programme and there are just not enough people in the sector doing it, but it could have a huge impact.”*** Phil Walker, Pre-Construction Director at SES.

The programme has been so successful that colleagues have asked for it to be extended to other underrepresented groups in Wates Group. For 2025, it has now been extended and transformed into **Partnerships for Change**, broadening its impact even further.



## Reverse Mentoring Programme

Connecting leaders with colleagues to deepen understanding of minoritised ethnic experiences. Insights are then translated into everyday actions that drive a more inclusive and fairer workplace for all.

**71** pairs have participated in the programme since its launch in 2021.



Strengthening psychological safety for all

We are reimagining our environment to ensure every colleague has the support they need to thrive, whatever their stage of life – at home and at Wates. A crucial element to building psychological safety is creating a space where colleagues feel comfortable discussing all subjects without fear of stigma or judgment.

Through our **Menopause Support Programme**, we are bringing this important topic into the open – raising awareness, encouraging conversations and providing support where it is needed.

Taking ownership of the Menopause Workstream within the **Wates Women & Allies network**, Menopause Ambassador Linda Tait has built a strong, inclusive support system, ensuring that colleagues experiencing menopause feel heard, supported and empowered.

Menopause Ambassadors are equipped with essential knowledge, support and tools to assist colleagues. Regular check-ins rotate Ambassador hosts, promoting shared leadership, expanding engagement and amplifying diverse voices.

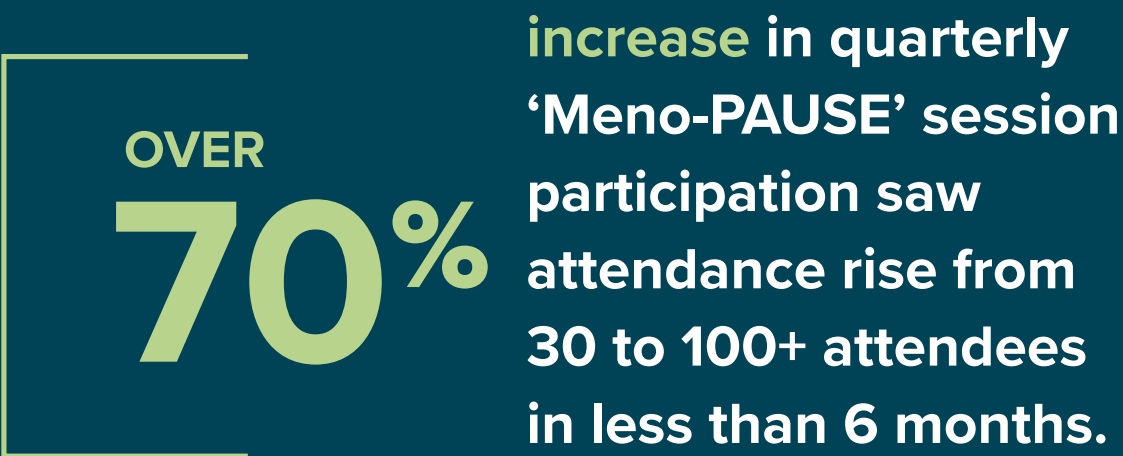
By ensuring an intersectional approach, sessions have become truly inclusive and impactful, covering topics such as HRT, holistic health and the unique menopause experiences of minoritised ethnic colleagues.

We have also championed external engagement, with Linda arranging an expert-led session for World Menopause Day 2024 on ‘Understanding Menopause for Partners and Line Managers’ – helping male colleagues and leaders engage confidently with the topic.

The impact of this work is both business-wide and deeply personal. Colleagues have described the **Menopause Support Programme** as a lifeline, with one participant sharing: ***“This group has allowed me to offload my personal experiences, find balance and support others. Linda has been endlessly patient, kind and understanding – it has made all the difference.”***

**Menopause Support Programme**

25 Menopause Ambassadors help colleagues navigate the menopause experience with confidence in a reassuring and understanding environment. Colleagues can also access help through **HR Advisors, Peppy and a range of resources** as part of the programme.



Peppy, our personalised healthcare partner app, saw **174** employees register for menopause support in 2024. Among users, **66%** felt more positive, with data showing a **20%** symptom reduction in 90 days. Additionally, **30%** reported less severe symptoms after three months – demonstrating the impact of accessible, personalised support.



# Building a culture of belonging

Our commitment to fairness is reflected in our policies, ensuring that all colleagues have the support they need at every stage of their personal and professional lives. By recognising and responding to colleagues' diverse needs, everyone feels valued, empowered and able to thrive. In 2024, we enhanced our **Carer Leave policy** from unpaid leave to offering one-week paid leave and three weeks' unpaid leave from day one of employment. This leave can be taken flexibly in half-day blocks. With this enhancement, **19 colleagues** were able to use this time to take care of a loved one.



Among them is Mike, whose leave, coupled with our flexible working approach, has significantly reduced stress and helped him balance parenting a child with special needs. ***“Giving you the time is more precious than anything else. Knowing that I have the flexibility to meet my family’s needs without using my annual leave has been a complete weight off my shoulders. It’s not just about the [Carer Leave] policy, it’s the whole package; the support groups, workshops, flexible working and line manager support – he’s fully on board with me fitting my job around my home life and needs.”*** Mike Thompson, Senior Cost Planner at Wates Construction.

Following the introduction of our sector-leading family leave policies, we have become one of the first construction companies to support flexible working across every part of our business, including for site-based employees. Our approach to flexible working is informed by **six guiding principles**. They help everyone to achieve flexibility, while considering the needs of our colleagues, teams and the wider business.

## Six guiding principles for flexible working

1. It’s for everyone
2. It should be mutually beneficial
3. It’s about the team
4. It involves give or take
5. It must be leader-led
6. It’s about context

Our **Pregnancy and Baby Loss policy** provides two weeks’ paid leave to help colleagues navigate the emotional impact of pregnancy/baby loss. Crucially, this leave is separate from any medical leave that may be required and can be taken flexibly – in one block or multiple blocks of half day or day(s) – ensuring colleagues have the support they need, when they need it. With 15% of pregnancies ending in miscarriage\*, the silence around pregnancy and baby loss can make it difficult for employees to seek support. As part of the introduction of this policy, we have partnered with **Sands** to offer small group sessions facilitated by a grief counsellor.



# Developing skills, empowering careers

Experiencing fairness and being cared for builds confidence and resilience, empowering colleagues to take on new challenges and seize opportunities for growth. Our **Mentoring Circles Programme** equips women in site-based roles with critical skills and the chance to grow their networks and career-building interactions. The programme had a profound impact on Alex, who now feels more self-assured. ***“It gave me the confidence to open up about my career aspirations. We had conversations that are sensitive and delicate – something I’m not used to. It’s helped me feel supported and more capable of having these difficult conversations and I have more faith in myself now.”***  
*Alex George, Site Manager at Wates Construction.*

Before participating in the programme, Amy, who shares a similar experience, found it challenging to initiate conversations about her career development. The skills and confidence she gained have enabled her to advocate for her own progression. ***“Following the programme, I felt 100% more confident and empowered to have these career conversations.”***  
*Amy Woodward, Proposals Manager at Wates Construction.*

Our pioneering **Internal Mobility Programme** is another key element of our strategy to nurture talent development and create fair opportunities. By unlocking new career possibilities for colleagues with transferable skills, we are strengthening our internal capabilities and opening doors to diversified career routes.

**Six colleagues** participated in the pilot, broadening their horizons and gaining the confidence to embrace new opportunities for growth. With on-the-job learning and technical skills training, it has been revolutionary for participants – and instrumental in ensuring they see a clear future within the organisation.

***“The opportunity to pivot into a new role has been a game-changer for me. It’s helped me grow in confidence and develop skills I never thought I’d have. It’s definitely the programme that makes me want to stay at Wates. It’s a really good company.”***  
*Keely Strang, Starter Surveyor at Wates Residential.*

***“As I got older, my confidence waned, but this is bringing it back. I’m so grateful for the opportunity; I never thought it would have happened for me.”***  
*Mags Creese, Starter Surveyor at Wates Residential.*

## Mentoring Circles Programme

A 12-month programme in which senior leaders support site-based women to sharpen their career management, negotiation, team effectiveness and relationship-building skills.

104

women have participated in the Mentoring Circles Programme.

29%

have been promoted or moved laterally into broader roles.

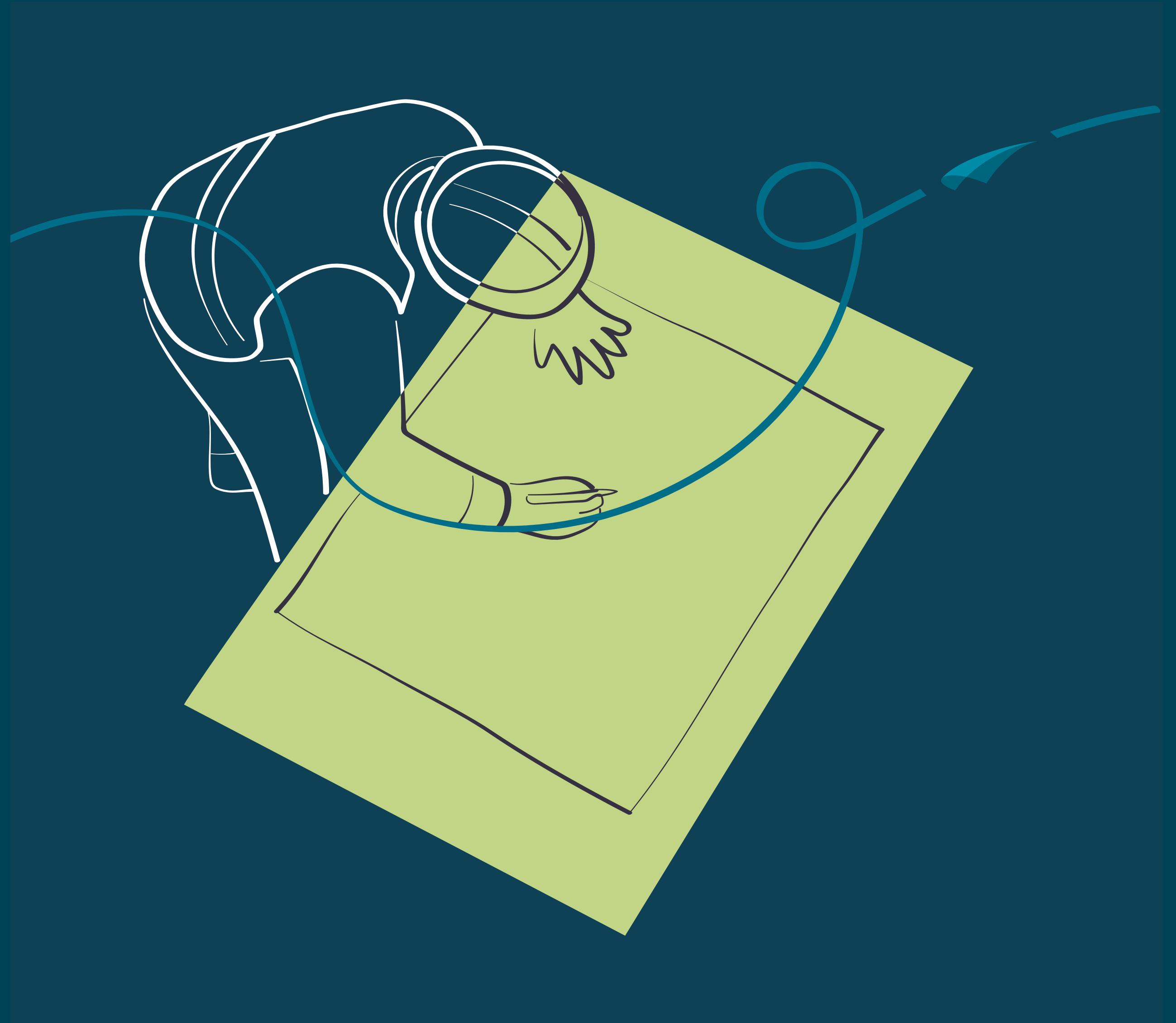
## Internal Mobility Programme

A 12-month secondment giving colleagues with transferable skills the opportunity to try out a career in the Surveying function with a ‘Starter Surveyor’ role.



# Impact on **our business**

Fulfilling our purpose and  
delivering on our promises  
to people, places and planet.





# A thriving business starts with a thriving workforce

By embedding fairness into our culture, we are **strengthening retention, driving innovation and improving efficiency** – ensuring Wates continues to be a place where people and the business succeed.

Investing in policies that support employees at key life stages is the right thing to do and a smart business decision. We first **significantly enhanced our family leave policies in May 2020**, in the midst of the pandemic, and it has had a major impact.

We have strong evidence that investing in **paternity/partner leave** directly improves retention, **making employees feel valued and supported** while strengthening the long-term stability of our workforce.

Analysis of our data shows men who take paternity leave are significantly more likely to stay with our business compared to those who do not. This means we **retain skilled, engaged colleagues for longer**, reducing recruitment and training costs while maintaining continuity in our teams.

This is a powerful example of how **fair, inclusive policies create a win-win** – delivering meaningful support for employees while driving long-term benefits for the business.

We did not stop at the enhancements made in 2020. Continuously seeking feedback to improve the support and experience of our colleagues, we learned one recurring theme was **the need for greater flexibility** in parental leave to accommodate different family circumstances.

One colleague shared, ***“My wife and I would have been absolutely lost were it not for the paternity leave scheme. The only way in which I think this could potentially be improved is whether the paternity leave in certain circumstances can be more flexible in how it is taken... A potentially better route is to spread the leave out. I am grateful to work in a company that has such an incredible culture when it comes to family needs and support.”***

## Our family leave policy entitlements

**Maternity leave:** 26 weeks at full pay, 26 weeks at statutory/statutory equivalent.

**Paternity/Partner leave:** 12 weeks at full pay that can be taken up to 2 years from the child being born/adopted.

**Shared Parental leave and Adoption leave:** Matched with enhanced maternity leave and pay.

**Carer leave:** 1 week paid, 3 weeks’ unpaid. Can be taken flexibly in half-day blocks.

**Pregnancy or Baby Loss leave:** 2 weeks’ paid leave for both parents. Can be taken flexibly.

**Bereavement leave:** 2 weeks’ paid leave for loss of a loved one.

All family-friendly leaves are available from day one of employment with Wates Group.

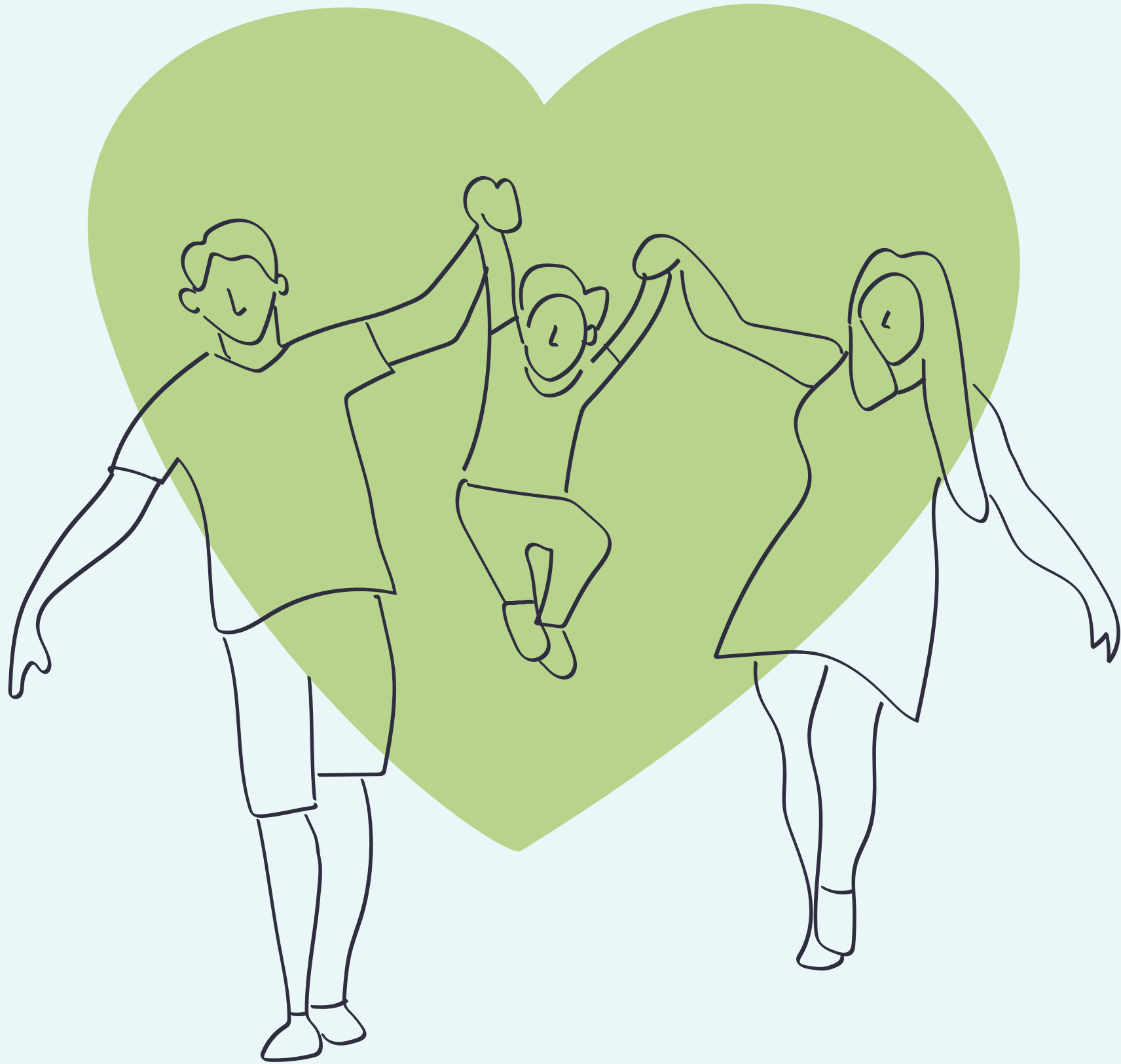


A thriving business starts with a thriving workforce

Listening to this and similar feedback, in June 2024, when we enhanced paternity leave from **8 weeks to 12 weeks**, we introduced greater flexibility. Colleagues can now take their leave at any point within the first two years of their child’s birth or adoption placement, allowing them to tailor their leave to what works best for their family’s needs.

For Paul, the enhanced **Paternity/Partner leave** has made a meaningful difference both at home and at work. Having taken five weeks of his 12 weeks’ entitlement so far, he shares: **“It’s given me the opportunity to fully support my wife after C-section, bond with my daughter, do night feeds without worrying about the impact on travel/work the next day, and do school drop-offs, pick-ups and get to know other parents.”** Paul Nunn, Regional Commercial Manager at SES.

Mentoring Circles participant Alex highlights how the supportive environment – particularly during her pregnancy – has reinforced her decision to stay: **“This is the company I’m going to stay at – purely because I can be myself and I feel they are very responsive to my needs.”** Alex George, Site Manager at Wates Construction.



**12**  
MONTHS

after taking Paternity/  
Partner leave, these  
colleagues were still  
with Wates.

Leave takers were **50% more likely** to stay than those who didn’t take this leave (measured over a four-year period).

Wates Group has been re-accredited as **Gold Investors in People (IiP)** for the fourth consecutive time. A prestigious standard, IiP is awarded to organisations that are supporting their people for sustainable growth. This accreditation recognises our focus on employee wellbeing, performance and inclusion.

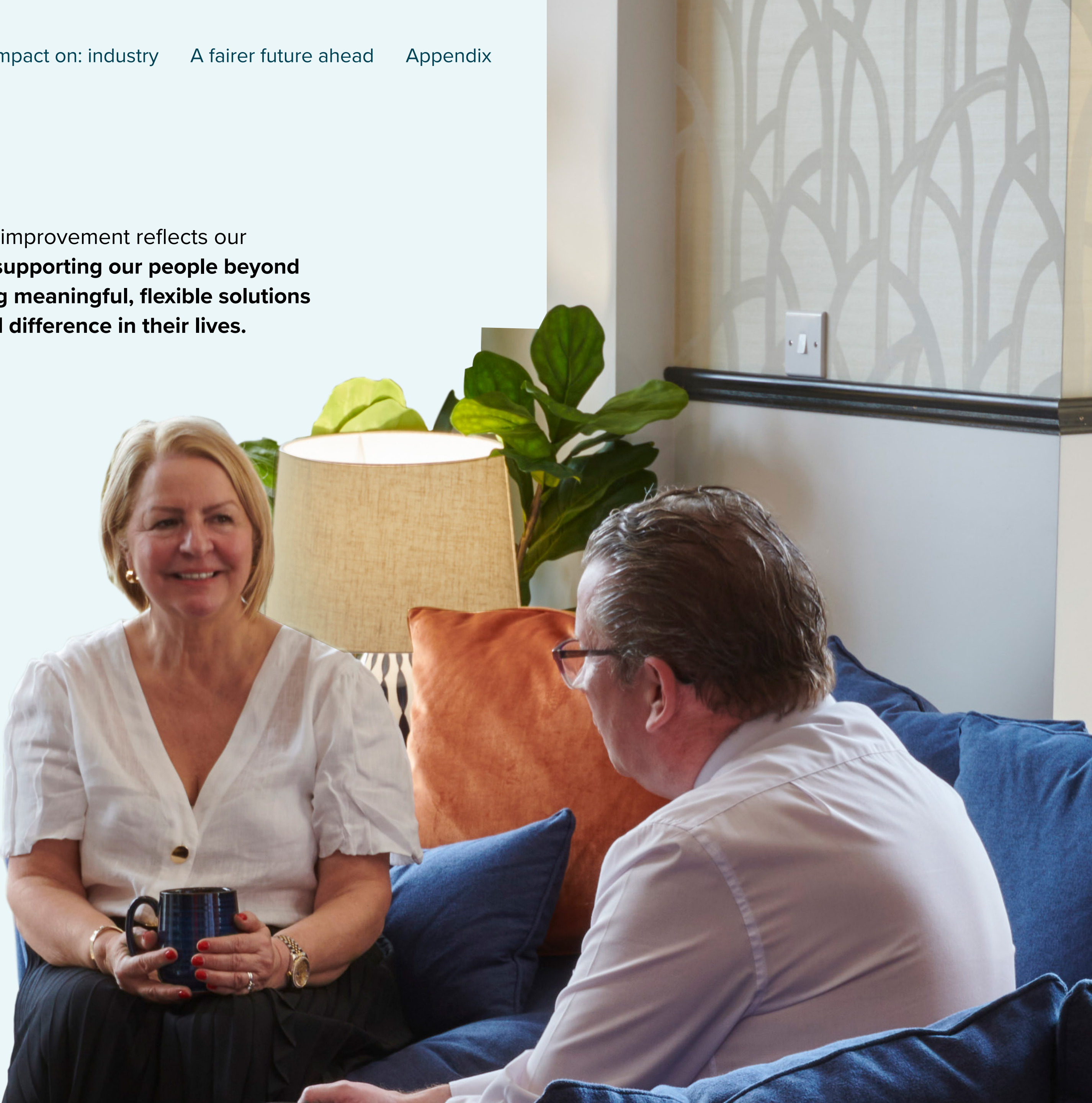


*A thriving business starts with a thriving workforce*

Claire, a fellow **Mentoring Circles** participant, also credits the long-term investment in her career and development as a key reason for her loyalty, saying: ***“I can’t see myself leaving.”*** *Claire Carter, Site Manager at Wates Living Space.*

This sentiment was echoed by **Menopause Support Programme** Ambassador Sandy, who demonstrates how the programme’s impact extends beyond individual experiences to better business outcomes. ***“Programmes like this support better business outcomes – with retention being one.”*** Reflecting on his own journey as a leader, Sandy shares: ***“Learning about the mental and physical effects of menopause made me more empathetic and proactive in offering support. I’ve made adjustments for colleagues and I feel better placed as a leader to have open and honest conversations with them. Following this journey, I think I’ll be a better leader and a better husband!”*** *Sandy MacDonald, Head of IT Major Projects at Wates Group, and a Menopause Ambassador.*

This continuous improvement reflects our commitment to **supporting our people beyond policy – creating meaningful, flexible solutions that make a real difference in their lives.**





# Enabling efficiency, innovation and growth together

With fairness as a foundation, inclusion is a driver of efficiency, innovation and smarter working. Our **Employee Networks** play an invaluable role in ensuring fair treatment across our business. By offering a place where colleagues can come together, our networks create a safe place for all colleagues.

For example, our **Mental Health and Allies network** was launched at the start of 2024 and is destigmatising conversations around mental health. Through a series of initiatives, they are creating safe spaces for colleagues to share their unique experiences and seek support.

These initiatives include quarterly Support Cafés that explore different mental health themes and topics – from dealing with stress to supporting loved ones. Netwalking events have also been popular, with more than 400 people signing up since May 2024.

Netwalking gives employees across the business, whether on site or office-based, the chance to take a break away from their location and enjoy each other’s company on local walks.

Our **R.A.C.E and Allies network** recognised how racial violence in the UK in late 2024 was having an impact on our colleagues. In response, they partnered with the Mental Health and Allies network to create a safe space for support. This space brought colleagues together to share and process their experiences, decompress and feel the support of their peers during difficult times.

Our **Disabled and Allies network** played a key role in organising the Disability Confident Conference, which raised awareness of the challenges faced by colleagues with disabilities – particularly the barriers to an inclusive and fair experience. It highlighted that we need to improve the accessibility of temporary site accommodation, ensuring a better experience for our on-site employees and colleagues working in projects.

## Our Employee Networks

**BuildOut Together**, our LGBTQ+ network

**Disabled and Allies network**

**Mental Health and Allies network**

**Parents and Carers network**

**Wates Women and Allies**

**R.A.C.E and Allies**, our race and ethnicity network

**Wates Group is a certified level 2 Disability Confident Employer, supporting employees with disabilities or long-term health conditions, providing inclusive and accessible recruitment, and offering work experience, apprenticeship and internship opportunities to disabled candidates.**



# Changing perceptions, creating opportunities

We are creating a culture where everyone has the opportunity to succeed. We actively challenge narratives and perceptions that discourage prospective talent from considering a career in our industry, ensuring that talent from all backgrounds see a future here.

Sam, who has lived with Myalgic Encephalomyelitis (ME) since age 11, was the second **Change 100** intern to secure permanent employment with Wates after participating in the programme. The placement proved to be pivotal, giving him the self-assurance to manage his condition while thriving in a professional environment. ***“I’d not even thought about a career in construction with the background I have. I was apprehensive before I started, but the placement gave me the confidence to manage my condition in a workplace. Wates created an environment where I could speak openly about what I needed, which was transformative. Wates has a culture where people take you at face value; there’s no one-size-fits-all approach, and it’s clear they’re invested in their people.”*** Sam Hughes, Pre-Construction Management Trainee at SES.

For Sam’s manager, Lauren, participation in the programme has helped her to be more inclusive by adapting her management style to be more flexible and responsive to individual needs. When Sam joined her team she ensured he had the right support to thrive as an employee with a disability. The experience has had a lasting impact on the whole team. ***“I really want to ensure everyone gets a fair chance at work. Before Sam joined, we had an introductory call to discuss any adjustments he would need. Flexible working is embodied in our team so it was easy to agree a structure that would work best for us both. We’ve had such a positive experience; seeing how happy he is has a positive impact on everyone else too!”***

With recruitment bias a key challenge for those trying to return to work after a career break, we have renewed our partnership with **STEM Returners**. Anwesha was connected to us via the programme and secured a role following a two-year career break. ***“There was a point when I started to feel that it was tough to get a suitable role after a career break. But with the help and connection of STEM Returners I am now able to move forward with my career.”*** Anwesha Gupta, Assistant Estimator at SES.

## Change 100

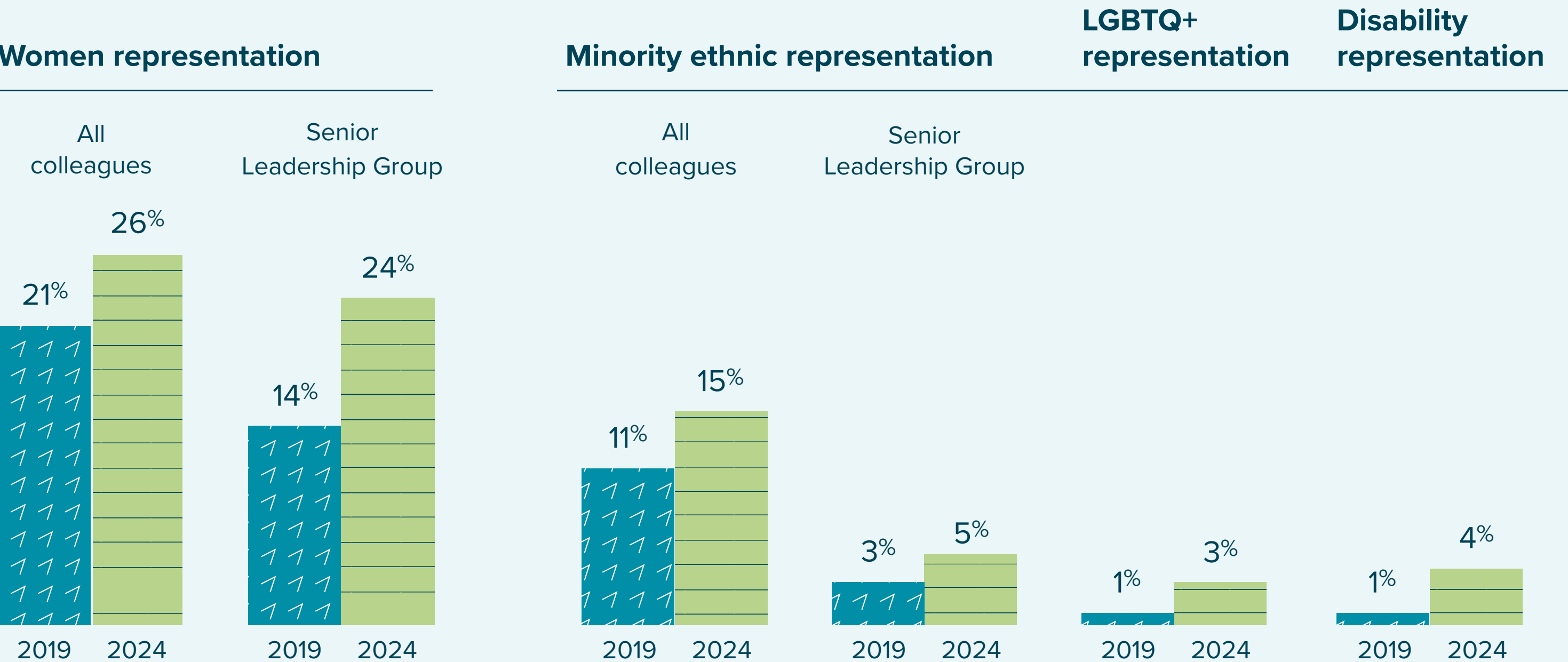
The Change 100 internship programme is run by Leonard Cheshire and connects talented university students and graduates living with disabilities or long-term conditions to progressive employers.

## STEM Returners

Giving returners real work experience and a clear pathway to employment, the partnership helps skilled professionals get the opportunities they deserve and drives gender equality in the construction industry.



Welcoming diverse talent to our business



Over the past five years, we have made steady and purposeful progress towards building a workforce that better reflects the communities we serve.

While we are proud of how far we’ve come, we know there is more to do. Our focus now is on maintaining momentum – continuing to broaden our talent pool and create opportunities that attract and support people from all backgrounds.

This progress is helping us move towards more balanced representation across all levels of our business. It is also beginning to show in tangible ways, including the narrowing of both our gender and ethnicity pay gaps. We know that true inclusion is not just about who is in the room – it's about ensuring that everyone experiences fair treatment and has fair access to meaningful career opportunities.

Representation among new joiners across the business in 2024



The data on this page is for Wates Group only. This does not include Liberty.



# Improving fair pay and reducing the gender pay gap

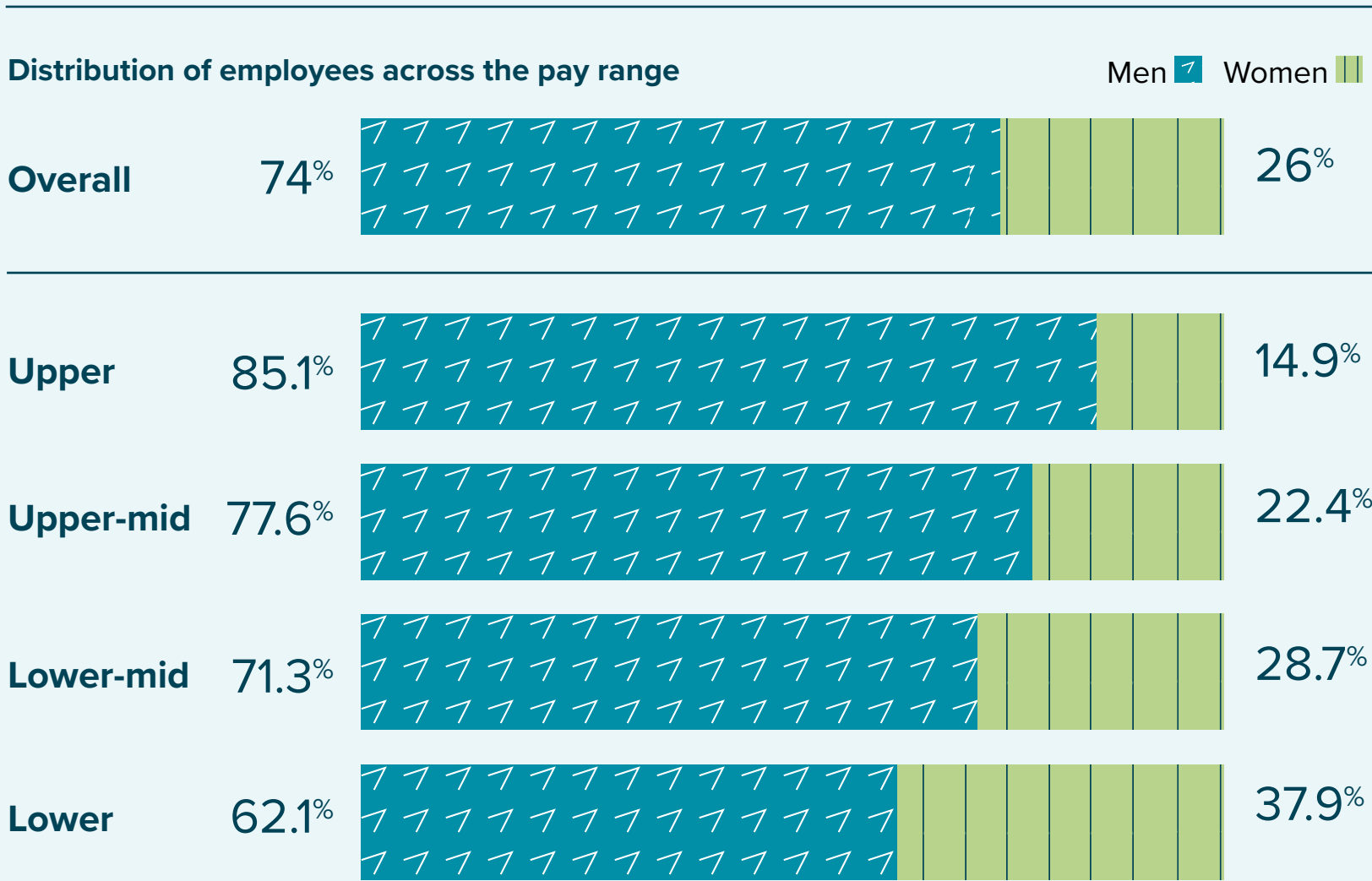
We are committed to fair pay for all and are making meaningful progress on narrowing the gender pay gap. The improving representation of women across our business is something we are proud of, particularly in the built environment sector. However, we acknowledge there is more to be done and are focused on driving that change.

The data presented is a snapshot in time, specifically from 5th April 2024, as per the relevant legislation for the Wates Group (which includes all our colleagues).

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.

In 2024, the proportion of women in the upper and upper-middle pay quartiles has increased for the fourth consecutive year and remains the highest since we began reporting in 2017.

	Gender Pay Gap		Gender Bonus Gap		Bonus Payment Ratio	
2024	Median	26.0%	Median	55.6%	Men	63.4%
	Mean	21.8%	Mean	55.4%	Women	74.1%
2023	Median	29.6%	Median	56.6%	Men	62.3%
	Mean	25.0%	Mean	51.2%	Women	73.4%



The data for our three employing entities can be found in the appendix section of this report.

A reduction in both the mean and median gender pay gap indicates that the gap is narrowing and suggests progress towards a more balanced distribution of men and women across most pay levels. In fact, since 2017, we’ve seen a 29% increase in women’s representation across all pay quartiles, and the data shows that the gender gap is narrowing across all levels of the organisation.

While this positive shift marks progress towards gender pay equity, we recognise that disparities remain. Our ongoing efforts remain focused on building a fair workplace for all – ensuring that continued progress results in a more balanced gender representation across our organisation.



# Impact on our industry

By taking the lead in challenging norms, sharing best practice and embedding inclusion throughout our business, we are setting new standards and inspiring others to follow.





# Setting new benchmarks for our industry

Reflecting the changing expectations of talent, our enhanced, fair and flexible policies aim to attract and develop a diverse workforce that better reflects the communities we serve. Enabling our employees to balance personal and professional commitments, they support our efforts to close the gender pay gap.

But inclusive policies do more than support employees – they set new standards for the industry. By embedding systemic flexibility and fairness into our business, we are delivering real benefits for our employees while paving the way for greater equity across the built environment sector.

We hope that by placing compassion at the heart of our workplace policies, we inspire wider change. Creating space for open conversations and meaningful support sets a new standard – one that encourages us all to keep raising the bar. This ripple effect is key to driving long-term, industry-wide systemic change.

By teaming up with **Premiership Women's Rugby**, we are tackling the gender imbalance in both rugby and the built environment industry. We are partnering to redefine inclusion and equal opportunities for women in both professional arenas, promoting careers through match-day messaging, events and campaigns.





# Taking steps to close the ethnicity pay gap

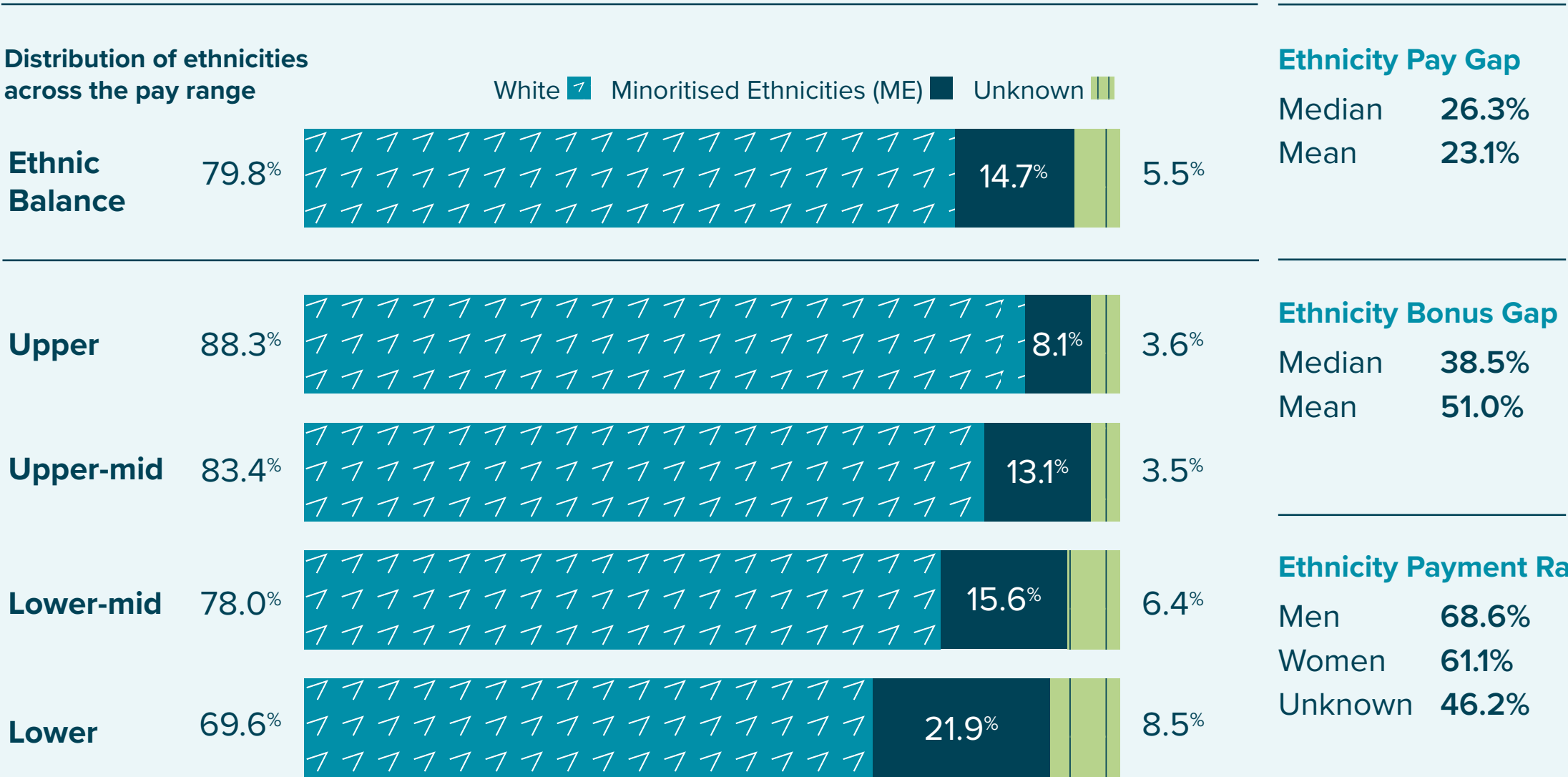
**This marks our fourth year of voluntarily publishing our Ethnicity Pay Gap (EPG) report. We’ve chosen to do so because we believe transparency is a critical step in understanding and addressing disparities in representation across the organisation. Although there’s no legislative requirement to share an EPG report, we see it as part of our broader commitment to fairness and our responsibility to set benchmarks for the industry.**

In our EPG reporting, we have mirrored the format of our Gender Pay Gap (GPG) report. As with our GPG report, the data presented here is a snapshot in time, specifically from 5 April 2024 for our EPG, and the previous 12 months for the ethnicity bonus gap. The methodology does vary slightly from the GPG report as 5.5% of employees chose not to disclose their ethnicity. Still, by encouraging voluntary self-identification, we can track progress more accurately across roles, levels and time.

As of 2024, we are encouraged that Minoritised Ethnic representation at Wates Group stands at 15%, closely mirroring the national average from the 2021 Census. We have also seen more colleagues choosing to share their ethnicity data with us – only 5.5% did not disclose this year compared to 6% in 2023 – which could indicate higher employee trust. When more colleagues choose to share their ethnicity, it helps us better understand representation within the business and means we can focus our actions more effectively.

This year’s reporting shows a narrowing in both the median and mean EPG, with the median decreasing from 29.6% to 26.3%. We’ve also seen a year-on-year improvement in Minority Ethnic representation in the upper-middle quartile – from 10.1% to 13.1% – showing progress in the middle of the pay scale.

However, representation in the top pay quartile has declined year-on-year, from 13.6% to 8.1%, meaning individuals from White Ethnic backgrounds continue to be more represented above the mid-pay point.



Overall, we’re pleased to see that we are attracting more colleagues from Minority Ethnic backgrounds. But we know there’s more to do to ensure equitable access to opportunity across the business. We’ll continue to invest in programmes like Partnerships for Change and prioritise psychological safety – so that more colleagues feel safe to self-identify, helping us better understand and track progress over time, and ensure access to opportunity is fair for all.



# A fairer future ahead

Building on progress as we continue the journey towards a fairer future for all.



# A closing statement

## Making every action count, not counting every action

As I reflect on the journey we've taken together, I am filled with gratitude for the progress we've made and the difference we've seen in the lives of our colleagues. But this journey is not just about what we've achieved – it's about the direction we're heading, especially at a time when the world around us is changing rapidly.

The challenges we face globally are significant – from the fight for racial and gender equality to the struggles over mental health, climate change and human rights. And yet, despite these challenges, we are more committed than ever to creating a workplace where fairness, respect and opportunity are not just words, but the foundation of everything we do.

Our actions may be small in the grand scheme of things, but when combined, they are creating a ripple effect that strengthens our culture, supports our people and drives change in our industry.

It's not about counting every action but ensuring that each one matters – so that every colleague, no matter their background, feels seen, heard and valued.

What we're building at Wates is more than a company – it's a community. A community that is resilient, compassionate and rooted in fairness. Together, we are making a conscious choice to nurture an environment where everyone can thrive, and that will remain unwavering as we face the future.

I'm incredibly proud of what we've accomplished, but I know there is so much more to do. Our work doesn't end here – it's ongoing, and it's up to all of us to continue making a difference. A heartfelt thank you to each and every colleague at Wates, for their willingness to remain steadfast in this journey, for their openness to learning, and for their continued active action in making Wates Group a place where everyone has the opportunity to thrive.

Together, we are building a fair place to work, not just for us today, but for all those who will walk this path with us tomorrow.

**Nikunj Upadhyay**  
I&D and HR Director





# Appendix








Statutory gender pay gap disclosures



















# 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		31.7%	55.8%
Mean		27.2%	58.6%
BONUS PAYMENT RATIO			
Male		84.1%	
Female		82.5%	
Distribution of employees across the pay range			
		Male 	Female 
Overall	67.9%		32.1%
Upper	83.5%		16.5%
Upper middle	76.3%		23.7%
Lower middle	65.6%		34.4%
Lower	46.1%		53.9%

Employer entity Wates Property Services Ltd			
GENDER PAY GAP		PAY	BONUS
Median		8.5%	20.6%
Mean		8.3%	27.4%
BONUS PAYMENT RATIO			
Male		37.3%	
Female		64.2%	
Distribution of employees across the pay range			
		Male 	Female 
Overall	78.4%		21.6%
Upper	80.7%		19.3%
Upper middle	84.8%		15.2%
Lower middle	86.9%		13.1%
Lower	61.1%		38.9%

Employer entity SES (Engineering Services) Ltd			
GENDER PAY GAP		PAY	BONUS
Median		37.9%	59.2%
Mean		34.2%	60.5%
BONUS PAYMENT RATIO			
Male		42.3%	
Female		40.1%	
Distribution of employees across the pay range			
		Male 	Female 
Overall	85.6%		14.4%
Upper	94.3%		5.7%
Upper middle	92.5%		7.5%
Lower middle	89.5%		10.5%
Lower	66.0%		34.0%

I confirm that the data and information presented in this report is accurate and meets the requirements of the UK Equality Act 2010 (Gender Pay Gap Information Regulations 2017) **Paul Rowan, Group HR Director, Wates Group**





Reimagining places for people to thrive

All data and employee-supplied content is true and correct as of 31 December 2024.

Wates