



# Employer of Choice |

## Creating an environment that our colleagues can thrive in

Creating a safe, diverse, and inclusive environment – as well as investing in and upskilling our workforce – are just some of the ways we can ensure that Bellway is an employer of choice.

### Diversity, inclusion and belonging

As a responsible employer, we are committed to being an inclusive organisation that strives to create a working environment that is open, diverse, and free from all forms of prejudice and discrimination.

### Investing in people

Bellway wouldn't exist without the talent and commitment of our colleagues. We invest in our people to ensure that they have the training and development necessary to develop their careers and deliver work they can be proud of.

During FY24 we launched our Inclusion Steering Committee, which forms part of our inclusion governance model to support our aspiration of becoming an inclusive employer of choice. The Inclusion Steering Committee is chaired by the Group HR Director and sponsored by the Chief Commercial Officer and Company Secretary and brings together employee listening group and diversity group chairs to define and prioritise inclusion goals and deliverables in line our inclusivity strategy.

### The future of Bellway

As an active member of 'The 5% Club', we commit to having at least 5% of our workforce employed in 'earn and learn' roles, including apprenticeships, student placements, and graduate roles.

### Our key targets for the future

- Be recommended as 'a great place to work' by our employees with an average score of >90% over a three-year period (FY25-FY27). 18% - By 2024, we're aiming to reduce our voluntary employee turnover rate to under 18%.
- Develop a set of purpose and values by December 2026.
- Establish early careers performance-related progression plans for construction, commercial and engineering trainees by July 2025.
- Develop and implement training programmes through the Bellway Academy for the production functions (commercial, technical, construction and customer care) to upskill and develop new skills by July 2026.

Headline target	
>90% average score in employee engagement survey over 3-year period (FY22-FY24)	
Targets	Progress to date
<ul style="list-style-type: none"> <li>• Achieve a &gt;90% average score in our Employee Engagement Survey of staff who would recommend Bellway as 'a great place to work' over a three-year period (FY22-24).</li> </ul>	<ul style="list-style-type: none"> <li>• &gt;90% average score in employee engagement survey over 3-year period (FY25-FY27)</li> </ul>
<ul style="list-style-type: none"> <li>• Reduce voluntary employee turnover rate to 18% or less by July 2024.</li> </ul>	<ul style="list-style-type: none"> <li>• Turnover rate in FY24 was 18.3% (FY23 - 21.9%). Target extended to FY27.</li> </ul>
<ul style="list-style-type: none"> <li>• Improve gender diversity of our directly employed workforce to a 60/40 male/female split by July 2025.</li> </ul>	<ul style="list-style-type: none"> <li>• 66/34 split for FY24 (FY23 - 69/31).</li> </ul>
<ul style="list-style-type: none"> <li>• Improve gender diversity of our senior leadership teams to 75/25 male/female split by July 2025.</li> </ul>	<ul style="list-style-type: none"> <li>• 69.8/20.2 split for FY24 (FY23 - 79/21).</li> </ul>
<ul style="list-style-type: none"> <li>• Improve ethnic diversity of our workforce to 7% or more by July 2025.</li> </ul>	<ul style="list-style-type: none"> <li>• FY24 diversity of 4.9% based on minority group classifications (FY23 - 4.9%).</li> </ul>
<ul style="list-style-type: none"> <li>• Improve ethnic diversity in senior leadership teams to 5% or more by December 2027.</li> </ul>	<ul style="list-style-type: none"> <li>• FY24 diversity of 2.2% based on minority group classifications.</li> </ul>
<ul style="list-style-type: none"> <li>• Increase percentage of our workforce in an 'earn and learn' role to 12% by July 2024 and maintain 5% Club Gold membership.</li> </ul>	<ul style="list-style-type: none"> <li>• 6.4% of the workforce are in 'earn and learn' roles with 22 new graduate and 41 new apprentice roles in FY24. We have retained our 5% Club Gold membership for FY24. This target will be extended to FY27.</li> </ul>
<ul style="list-style-type: none"> <li>• Implement a formal staff appraisal process across the business with a proposed launch date of February 2024.</li> </ul>	<ul style="list-style-type: none"> <li>• Mi Experience, employee performance system launched across Bellway.</li> </ul>
<ul style="list-style-type: none"> <li>• Achieve 'Clear Assured' Silver status by December 2024, by demonstrating that diversity and inclusion are reflected across all policies and processes.</li> </ul>	<ul style="list-style-type: none"> <li>• We continue to work towards achieving Silver status. We have completed 38 of the required tasks, with remaining by December 2024.</li> </ul>

Headline Target