

Established in 1897, we are one of the UK's leading family-owned development, building and property maintenance companies. In 2025, we generated £29.2m in statutory profit before tax from a turnover of £2.56bn, working with a wide range of public and private-sector customers and partners. With 6,000 employees and now in our fourth generation of family ownership, we're committed to the long-term sustainability of the built environment and to making our industry more inclusive and representative of the communities we work in. We are an Investors in People Gold-accredited company, driven by our purpose of reimagining places for people to thrive.

Our aim is to be a leader in digital transformation across the built environment and become a digital business. We will achieve this by using digital capabilities, data, and technology to enhance how we design, deliver, and operate assets, products, and services, creating value for our customers and improving our revenue, profitability, and operational effectiveness.

Digital at Wates is a strategic capability that underpins our entire business. It connects our people, processes, and technologies to enable a data-driven, digitally enabled future across the full asset lifecycle. We deliver this through three core principles of our digital business value chain:

- **Create** - how we generate and capture high-quality digital products, information and data through structured, digitised processes and the application of digital technologies
- **Integrate** - how we connect systems, platforms, and data to enable interoperability, collaboration, and a single source of truth across our business and with our partners
- **Deliver** - how we provide digital outcomes to our businesses and customers, including information, insights, products, and services that enhance decision-making, asset performance, and lifecycle value

Our capabilities of Digital Construction & Engineering, Digital Development, Digital Standards, Digital Services, Information & Data Management, and Artificial Intelligence (AI) enable this value chain, supported by the adoption of advanced and emerging digital technologies.

Wherever we operate, we seek to develop enduring relationships based on mutual trust, respect, and an understanding of the impact our business has. To support this, our Digital Construction & Engineering operating model and activities are structured as follows:

Our Processes:

- Digitalise our Business Operating System (BOS) to demonstrate compliance with legislation and standards such as the Building Safety Act, ISO 9001 and ISO 19650
- Digitalise our whole life cycle digital business processes

Our People:

- Attract, develop, and retain people to support our digital aims and objectives
- Ensure our digital operating models are designed for long term flexibility and optionality that enable our people to develop in alignment with accelerating technological change
- Embrace a digitally inclusive culture that recognises the importance of diversity, equality, and development

Our Governance:

- Apply governance principles that allow our digital capabilities to support our organisational size and shape
- Integrate our digital activities across our organisation and our partners to generate added value

Our Tools and Technology:

- Embrace and implement agile and interoperable digital technologies to support innovation at all levels
- Empower our businesses to develop their digital capabilities through new digital technologies to meet developing customer needs
- Support our data management capabilities to provide accessible, integrated, and accurate data
- Establish a mature technology and data environment that enables the responsible adoption of different forms of AI
- Ensure our digital approaches and solutions are agile and flexible by enabling speed and value of innovation through digital technologies

Our Key Performance Indicators (KPIs):

- Implement KPI's to measure our digital business performance, growth, and maturity
- Capture benefits realisation and use this to drive digital adoption, benefits realisation, and continuous improvement

This policy applies to all our employees and those working with us or on our behalf. Successful implementation requires everyone to cooperate, commit and assist us to ensure that digital business issues and risks are given adequate consideration.

The Executive Committee has overall responsibility for ensuring this policy is complied with. It will be reviewed at least once a year and at such other times as may be required, to ensure it remains relevant and appropriate to the aims and objectives of our business.

For and on behalf of the Executive Committee

EOGHAN O'LIONAIRD



Chief Executive Officer, June 2026