

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.

Purpose:

We are guided by our purpose of reimagining places for people to thrive, supported by our enduring commitments to:

- Thriving Places
- Thriving Planet
- Thriving People

At Wates, health, safety and wellbeing are not defined by the absence of harm, but by the presence of resilient, well-managed work. This is created by leaders who enable safe conditions, protected by managers who ensure controls remain effective, and delivered by teams who take ownership, remain curious and speak up.

We are committed to creating safe and psychologically safe working environments that promote open dialogue and respect. Mental health is treated with the same priority as physical health, and we believe people perform at their best when they feel secure, valued and able to speak up.

Approach:

We take a proactive, hazard-based approach to managing health, safety and wellbeing. This involves:

- Identifying major and significant hazards, including physical, health-related and psychosocial risks
- Understanding who may be harmed and how
- Implementing controls to eliminate or reduce risk
- Monitoring the effectiveness and resilience of those controls
- Remaining alert to early signs of control erosion

We recognise the realities of work across the full lifecycle and actively plan and manage activities to ensure controls remain robust, effective and focused on preventing serious harm.

Culture, communication and engagement:

A positive, psychologically safe culture is critical to effective risk management. We foster a listening and learning environment where people feel confident to speak up, raise concerns and ask for help. We actively encourage engagement with our workforce and stakeholders, respond to feedback, and support early intervention where individuals or teams may be

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

vulnerable. This culture enables better hazard identification, stronger controls and safer outcomes for everyone.

Measurement and continuous improvement:

We monitor performance using leading and lagging indicators, including incident data, hazard exposure and control effectiveness.

Performance is reviewed through formal governance arrangements and used to drive continual improvement across our operations.

We are committed to continuously developing, reviewing and improving our systems, ensuring they remain effective, proportionate and aligned to the evolving risk we face.

Commitments:

In delivering this policy, we commit to:

- Protecting the health, safety, wellbeing and mental health of all those affected by our activities
- Eliminating hazards where possible and reducing risk through effective control measures
- Providing appropriate information, instruction, training and supervision
- Ensuring access to occupational health, wellbeing and mental health support
- Consulting and engaging with our workforce and stakeholders
- Maintaining safe systems of work and effective risk controls
- Learning from experience, feedback and performance data to continuously improve.

Implementation and responsibility:

This policy applies to all employees and those working with or on behalf of Wates.

Directors and senior leaders are accountable for delivery within their areas of responsibility, supported by competent health, safety and wellbeing advice. All employees and partners are expected to take ownership of health, safety and wellbeing, follow agreed controls, and contribute to a culture of continuous improvement.