

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.

We believe that the success of the Wates Group is a direct result of the people that work for us. We strive to be an employer of choice. We are always looking to champion new and better ways of working, ensuring excellent support and guidance for all our staff. This enables us to:

- Achieve our stated targets and goals
- Ensure we remain the service provider of choice

We work together to deliver results through our commitment to developing our people and ensuring fairness and equality to all.

We are committed to our purpose, promises and behaviours, which outlines a set of expectations that we believe are key drivers for success. We support and guide our people to deliver a required level of performance.

We ensure that Wates complies with employment legislation and work to industry best practice. We seek to develop enduring and inclusive relationships based on mutual trust, respect and understanding leading to equal opportunities within the communities we touch, and to eliminate any unfair or unlawful discrimination of any protected characteristic.

We are committed to ensuring that equality, diversity and inclusion is promoted, creating a culture of inclusion where everyone is able to bring their true selves to work each day and where we are all able to grow, develop and contribute to the maximum of our potential.

We believe there is a link between highly engaged people and the success of our business.

In adhering to this policy, we will:

- Provide the most wide-ranging opportunities in recruitment, remuneration, training and promotion for all our people

- Adopt a zero-tolerance stance on all discriminatory, threatening, violent or other inappropriate behaviour
- Attract and recruit the best possible people through our commitment to equal opportunities. We recruit from all backgrounds, ensuring robust selection processes
- Engage, motivate and retain staff by listening to what they have to say, for example via employee surveys
- Ensure that our people receive feedback on performance and have the opportunity to agree their objectives and development plans via our twice-yearly performance development reviews
- Actively encourage and support our people to volunteer their time whether for public duties (for example including school governors or reservists) or supporting charities and local communities
- Provide training and development throughout a career with Wates. This is an integral part of our Investors in People accreditation, and an important external benchmark of our commitment
- Reward and recognise our people as individuals by offering flexible and competitive total reward packages. We regularly benchmark our reward offer to ensure we remain an employer of choice
- Ensure celebrating success is ingrained in our culture – our Annual Chairman's Awards scheme recognises outstanding performance
- Promote wellbeing through careful consideration of informal or formal flexible working requests to improve work-life balance, and a variety of occupational health interventions to help our employees to maintain a healthy mind and body

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 people 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

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Chief Executive Officer, June 2026