QUALITY POLICY

Wates

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 commitment:

At Wates, quality underpins the safety, reliability and credibility of everything we deliver. It protects the people who use our buildings, the customers who trust us, and the long-term sustainability of our business.

We are committed to delivering buildings and services that are safe, compliant, reliable, and fit for purpose, and to continuously strengthening the systems and behaviours that make this performance predictable.

What quality means at Wates:

Quality at Wates means:

- Working to clear, defined standards
- Managing risk proactively rather than retrospectively
- Learning from issues and preventing recurrence
- Using data and evidence to understand performance
- Improving systems so that good outcomes are repeatable, not accidental

Quality is a core element of delivery performance, alongside safety, sustainability, cost and programme.

Our expectations:

To uphold this commitment, Wates expects:

- Compliance with applicable standards, regulations and the Operating Framework. These requirements define how we manage risk and are mandatory where applied
- Early identification and management of risk. Issues should be surfaced and addressed as soon as signals emerge, not once outcomes deteriorate
- Structured response to non-conformance. Non-conformities are addressed through root cause analysis and corrective action to prevent repeat issues
- Appropriate verification in higher risk activities. Where consequences are material, compliance and performance should be demonstrated through evidence
- Continuous improvement of our systems and capability. Lessons learned are used to strengthen processes, skills and behaviours across the business

Leadership accountability:

Quality performance is owned by leaders at all levels. Leaders are accountable for:

- Creating the conditions for people to do the right thing
- Setting clear expectations for quality performance
- Ensuring teams understand and can apply required standards
- Responding constructively and visibly when things go wrong
- Intervening early when performance drifts
- Promoting learning over blame and prevention over correction

The Executive Committee owns quality performance for the Group, providing active oversight, setting and maintaining standards and expectations, and ensuring quality is treated as integral to overall business performance.

Scope:

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

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