

**Wates Group is a family owned Construction, House Building, Maintenance, Building Services, Facility Management and Managed Office Services business. As a leader in our chosen markets, our objective is to deliver excellent services to our customers, resulting in safe, fair and professional contracting services at all times.**

At Wates we believe that our success is as a direct result of the people that work for us. We strive to be an employer of choice and we embed our Guiding Framework in all that we do.



We ensure that Wates complies with employment legislation and that as an employer we strive to work to industry and professional best practice.

We champion new and better ways of working, ensuring we utilise our skills and knowledge in pursuit of delivering excellent support and guidance to our people across the company.

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

We are committed to continually support and guide our people and ensure we deliver and maintain the required level of performance. Our 'Foundations' behavioural framework illustrates a set of expectations for all, based on behaviours that are key drivers for success.

We seek to develop enduring and inclusive relationships based on mutual trust, respect and understanding leading to equal opportunity within the communities we touch, and to eliminate any unfair or unlawful discrimination of any protected characteristic.

We aim to:

Commit to Equality, Diversity and Inclusion, extending this through the whole employee lifecycle and beyond. We provide opportunities in recruitment, remuneration, training and promotion for all our people and adopt a zero tolerance stance on all discriminatory, threatening, violent or other inappropriate behaviour. We regularly benchmark ourselves, and are proud to have achieved 'Committed to Equality' accreditation.

Attract and Recruit the best possible people through our commitment to equal opportunities. We use multiple recruitment channels to help us source candidates from all backgrounds, ensuring robust selection processes through clearly defined job roles, technical and behavioural capability.

Engage, Motivate and Retain by listening to our people through our employee survey, where our people tell us what needs to improve. We firmly believe there is a clear link between highly engaged people and the success of our business. Our twice yearly performance development reviews ensure that our people receive feedback on performance and have the opportunity to agree their objectives and development plans. We actively encourage and support our people to volunteer their time whether for public duties (including school governors or reservists) or supporting charities and local communities.

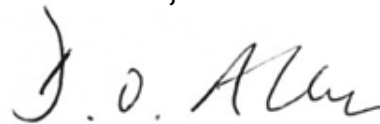
Develop the capability and goodwill of our people and are committed to creating a culture where each person is enabled to achieve all that they can. To support this we have a learning strategy that provides everyone with training and development throughout their career with Wates. This is an integral part of our Investors in People accreditation, an important external benchmark of our commitment and progress.

Reward and Recognise our people by valuing each person as an individual. We offer flexible and competitive total reward packages to support that ambition and regularly benchmark our total reward offer to ensure Wates remains an employer of choice. Recognising and celebrating success is ingrained in our culture. Our annual Awards scheme allows all Wates people to nominate colleagues or teams who they feel have achieved outstanding performance.

Promote People Wellbeing whether through careful consideration of informal or formal flexible working requests to improve work life balance or through a variety of occupational health interventions to help maintain a healthy mind and body.

The successful implementation of the policy requires the communication, understanding and application of this policy by all Wates people.

The Executive Committee has overall responsibility for ensuring this policy is complied with and will review it at least once per 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  
**DAVID ALLEN**  
 Chief Executive, July 2019