

SES (ENGINEERING SERVICES) COLLABORATIVE BUSINESS RELATIONSHIPS POLICY

Wates Group is a family-owned Construction, Development, House Building, Property Maintenance, Building Services, Facilities Management and Managed Workspace business. As a leader in our chosen markets, our objective is to deliver excellent products and services to our customers safely, professionally and consistently.

We are committed to a vision of consistently providing the best value for our business partners, customers, shareholders, colleagues, suppliers and the wider communities in which we work, satisfying their needs and surpassing their expectations which:

- Ensures we remain a trusted partner of choice
- Helps us outperform other providers in our chosen markets.

Our approach to building Collaborative Business Relationships is driven by our Guiding Framework.



We will hold our partners' and stakeholders' requirements and expectations in the highest regard. We will comply with legal requirements and act in an open and honest manner at all times.

We are committed to developing, reviewing and maintaining our business management processes continuously to ensure that we enhance our partnership offering in order to improve the experience of our services and to deliver outstanding results.

We are committed to actively seeking the views of all those who have a business relationship with us to ensure we are acting in the best interests of the relationship. We will strive to fulfil all agreed mutual objectives for the overall benefit of the partnership.

We are committed to optimising the outputs of our service delivery for mutual benefit across our partnerships and stakeholder groups. We will measure and publish, where appropriate, our performance and we will identify areas for improvement on a continuous basis.

Wherever we operate, we seek to develop enduring relationships based on mutual trust, respect, and understanding of our impact. We are committed to ensuring our approach has a positive and lasting impact on people's skills such that we can successfully meet the changing needs and expectations of all of our partners, customers and stakeholders.

In adhering to this policy, in particular we will:

- Deliver on our partnership commitments in a reliable, predictable and repeatable manner, setting in place collaborative measures to enhance our performance and meet the objectives of the business relationship
- Implement, maintain and continually improve our Operating Framework to ensure it:
 - ◊ Assigns accountabilities within the business as appropriate
 - ◊ Removes or reduces the likelihood and effect of business and partnering risks before they occur, and deals effectively with issues if they do
 - ◊ Provides the basis for improving our performance
 - ◊ Continues to meet the needs of our business and those of our collaborative business relationships
 - ◊ Supports effective and expedient control of issues that may arise such that we understand root causes and are able to implement effective corrective action.
- Provide sufficient and appropriately qualified, skilled and experienced employees to deliver our services and provide effective collaborative leadership and working practices
- Encourage regular partner and stakeholder feedback to help us continually improve the delivery of our products and services within the business relationship.

This policy applies to all of our employees and those working with us or on our behalf. All of our employees are expected to cooperate and assist in the implementation of this policy by ensuring that quality issues and risks are given adequate consideration.

The successful implementation of this policy requires the cooperation, commitment and involvement of everyone in the business.

The Executive Committee has overall responsibility for ensuring this policy is complied with and will review it 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
DAVID ALLEN
Chief Executive, October 2021