CITY & ESSEX

2026

Working Conditions, Wages & Employee Voice **Policy**

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1. MISSION STATEMENT

City & Essex is committed to fair, safe and respectful working conditions that support our people, protect workers' rights and help every employee contribute to high-quality service delivery.

This policy sets out our overarching commitments on wages, working time, leave, flexible working, employee voice, absence support and fair treatment. It is intended to sit above the detailed HR policies and procedures available through the City & Essex HR platform.

2. SCOPE

This policy applies to City & Essex Limited and all affiliated subsidiaries. It applies to employees, workers, agency workers and contractors where relevant to their role, contractual relationship and the work they undertake on behalf of City & Essex.

- Head Office, management and support functions.
- Site-based employees and operational teams working across client locations.
- Managers, supervisors and authorised managers responsible for people management.
- Working conditions, wage commitments, employee communication, absence support, flexible working and employee voice arrangements.

Supplier and subcontractor labour standards are addressed through the Supplier Code of Conduct, Sustainable Procurement Policy and Modern Slavery & Human Rights Policy.

3. RELATIONSHIP WITH HR PROCEDURES

This policy sets out City & Essex's overarching commitments, responsibilities and objectives. It is supported by detailed HR policies, operational procedures, employee guidance, reporting channels and statutory obligations. These supporting documents provide the controls used to implement this policy in day-to-day operations.

This policy does not replace detailed employee-facing procedures covering maternity, paternity, adoption, shared parental leave, parental leave, carers leave, time off for dependants, flexible working, homeworking, sickness absence, grievance, disciplinary, whistleblowing or related HR processes. Those procedures remain live and should be followed where relevant.

4. FRAMEWORK & LEGISLATION

This policy is informed by applicable UK employment legislation, good practice and worker protection principles, including where relevant:

- Employment Rights Act 1996.
- Equality Act 2010.
- Working Time Regulations 1998.
- National Minimum Wage Act 1998 and National Living Wage requirements.

• Living Wage Foundation principles, including London Living Wage where applicable.
• Flexible Working Regulations and statutory flexible working rights.
• Health and Safety at Work etc. Act 1974, in relation to safe systems of work and employee wellbeing.
• ACAS guidance on disciplinary, grievance and workplace procedures.
• ILO principles on fair working conditions, freedom of association, non-discrimination and protection from forced or child labour.

5. POLICY COMMITMENTS

1. Fair Working Conditions

City & Essex will maintain fair working conditions that support legal compliance, service quality, employee dignity and operational resilience.

- Employees will receive clear information about their employment terms, working arrangements and relevant workplace policies.
- Managers are expected to apply policies consistently, fairly and with appropriate consideration of individual circumstances.
- Employees will not be treated unfavourably for accessing statutory rights, raising concerns, requesting support or using relevant HR procedures.
- Working arrangements will be managed in line with legal requirements, client needs, operational requirements and the welfare of employees.

2. Wages and Fair Pay

City & Essex is committed to fair pay and responsible wage practices. City & Essex is a London Living Wage employer and has maintained this commitment since 2014. Evidence of Living Wage status will be retained for client, ESG and EcoVadis reporting purposes.

- Pay practices will comply with applicable wage legislation and relevant contractual requirements.
- Wage and payroll arrangements will be reviewed through appropriate management and finance controls.
- Where client contracts, role requirements or operational structures affect pay arrangements, City & Essex will seek to maintain fair, transparent and legally compliant processes.

3. Working Time, Leave and Work-Life Balance

City & Essex recognises the importance of work-life balance and will provide employee access to relevant statutory and company leave arrangements through its HR platform and management processes.

- Employees have access to policies covering holidays, family leave, carer's leave, parental leave, bereavement leave, time off for dependants and related employee support.
- Working hours, rest periods, overtime and leave will be managed in accordance with applicable legal requirements and business needs.
- Employees can request flexible working in line with the Flexible Working Policy and statutory rights.
- Homeworking may be considered where operationally appropriate and where the arrangement can be managed safely and effectively.

4. Absence Support and Reasonable Adjustments

City & Essex will manage sickness absence in a fair, consistent and supportive way while recognising operational requirements and service commitments to clients.

- Managers will maintain appropriate contact during absence and consider support where employees experience health-related barriers to work.
- Occupational Health, GP or medical input may be considered where appropriate.
- Reasonable adjustments, phased returns, temporary changes in duties or other support measures may be considered where appropriate and operationally feasible.
- Absence concerns will be managed through the relevant HR procedures, with the right to be accompanied at formal stages where applicable.

5. Employee Voice, Consultation and Concerns

City & Essex will maintain routes for employees to raise concerns, provide feedback and be heard. We recognise that our workforce includes office-based and site-based employees, and that communication must be accessible across different roles, locations and working patterns.

- Employees may raise workplace concerns through line managers, authorised managers, HR, grievance procedures, confidential reporting channels or the Whistleblowing Procedure, depending on the nature of the issue.
- Where formal meetings are required under relevant procedures, employees may be accompanied by a work colleague or trade union representative where applicable.
- City & Essex will not tolerate retaliation against employees who raise concerns in good faith.
- Feedback and employee communication routes will be reviewed to improve accessibility for site-based employees and employees whose first language is not English.
- City & Essex has made Duolingo Premium subscriptions available to employees as part of language and accessibility support, with cleaners actively using the platform.

6. Accessibility and Inclusion in Working Conditions

Working conditions and employee communications should be accessible and inclusive. City & Essex will seek to ensure that employees can understand the policies, support routes and workplace expectations that apply to them.

- Managers should take reasonable steps to ensure employees understand key workplace policies and procedures.
- The HR platform will remain a central source of employee guidance and policy information.
- Where language, disability, location or role type creates barriers to access, managers should escalate the issue so that appropriate support can be considered.

6. TARGETS AND MEASUREMENT

City & Essex will use 2024 as its ESG baseline year unless a more specific baseline is stated.

Area	Baseline/Context	Target	Deadline
LondonLondon Living Wage	City & Essex is a London Living Wage employer and has maintained this commitment since 2014	Maintain London Living Wage status and review directly employed workforce coverage annually	Annual
Employee voice	Existing routes include managers, HR, grievance, whistleblowing and confidential reporting	Develop and launch at least one employee feedback mechanism, such as a site-based employee pulse survey, and establish a baseline response rate and action plan	End 2026
Accessibility	Large site-based workforce and employees with varied first languages	Review communication and feedback routes for site-based employees and employees whose first language is not English	End 2026
Family-friendly policies	HR portal procedures cover leave, carers, dependants, flexible working and absence support	Maintain employee access to core family-friendly and working-practice policies through the HR portal or equivalent employee-facing system	Ongoing

Where employee data is sensitive or commercially confidential, reporting will be aggregated and handled in line with data protection requirements.

7. RESPONSIBILITIES

Managing Director

The Managing Director has ultimate accountability for ensuring that fair working conditions and responsible employment practices remain part of City & Essex's business approach.

Head of People & Culture

The Head of People & Culture is the policy owner and is responsible for maintaining this policy, overseeing relevant HR procedures, supporting managers, reviewing employee policy access and coordinating working conditions evidence where required.

Head of ESG

The Head of ESG supports this policy by aligning working conditions evidence with ESG reporting, EcoVadis submission requirements, client assurance and social value reporting where relevant.

Managers and Supervisors

Managers and supervisors are responsible for applying relevant HR procedures fairly, maintaining appropriate communication with employees, escalating concerns, supporting access to policies and ensuring employees understand the routes available to raise issues or request support.

Employees

Employees are expected to follow relevant workplace policies and procedures, communicate honestly with managers, raise concerns through appropriate routes and treat colleagues, clients, suppliers and other stakeholders with respect.

8. SUPPORTING PROCEDURES AND EVIDENCE

This policy is supported by relevant HR platform policies, working practices, management procedures and evidence records. Supporting documents may include:

- Employee Handbook and HR Portal Evidence Statement.
- Flexible Working Policy.
- Homeworking Policy.
- Managing Absence Policy.
- Family-friendly policies, including maternity, paternity, adoption, shared parental leave, parental leave, carers leave, neonatal care leave and time off for dependants.
- Grievance, disciplinary, whistleblowing and confidential reporting routes.
- Equality, Diversity, Inclusion & Anti-Harassment Policy.
- Health, Safety & Wellbeing Policy.
- London Living Wage or wage commitment evidence.
- Aggregated absence, turnover, grievance, feedback or employee relations data where available and appropriate.

9. REPORTING AND REVIEW

This policy will be reviewed annually, or sooner where required by legislation, client requirements, EcoVadis reassessment, internal governance changes or material changes to City & Essex's workforce or operations.

Progress will be reviewed through relevant HR governance, management review, ESG reporting and client assurance processes where appropriate. Evidence linked to working conditions, wages and employee voice will be maintained in a way that supports transparency while respecting employee confidentiality and data protection requirements.

Business Name: **City & Essex Ltd**
Approved and Signed By: **Ian Hookway, Managing Director**
Approval Date: **October 2026**

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