



Community Booklet

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Welcome

We're really pleased to have you with us, as part of the Milbank Group of companies.

Our purpose is simple: to build successful, sustainable businesses that make a positive difference. As we grow, we work to reduce our environmental footprint, protect the natural world around us, and support the communities we serve.

We are committed to supporting you at every stage: from keeping you safe at work and promoting your wellbeing, to offering family support, learning and development opportunities, and a range of benefits available to you. Our aim is for you to feel valued, confident, and able to thrive from your very first day with us.

Wherever you're based across the Group, we hope you settle in quickly and feel part of the wider Milbank community.

Sean Milbank
Chairman



How to Use This Booklet

This Community Booklet is your starting point for understanding the support and benefits available across the Milbank Group.

It is designed to be practical - dip in and out whenever you need to, and use it as a first step to find the right policy, guidance or support.

It does not cover every detail, and some arrangements may differ slightly between sites or roles. Where more detailed information is available (for example, in a policy, online, or from your line manager), we signpost this so you know where to go next.

Quick Guide: Where to Go First



Everyday questions about policies, leave, pay, benefits, processes or “how do I...?”



Speak to your manager or your local contact in your individual business



Questions about your role, workload, wellbeing at work, or day-to-day support



Speak to your manager



If you're unsure, or your circumstances are a bit different



Speak to your manager and they can involve the People Team if needed

This booklet does not form part of your contract of employment and may be updated from time to time. In the event of any conflict between this booklet and your contract of employment or a formal policy, your contract and the formal policy will take priority.

The People Team



Each business within the Milbank Group has its own local support team who are your first point of support for day-to-day questions about your role, your pay, your leave and anything else that affects your working life.

Behind them sits the **Group People Team** - a small central function that builds and maintains the Group's policies, creates resources like this booklet, and provides guidance on more complex or sensitive matters. If your manager or local support team needs additional support, they can involve the People Team on your behalf.

If you can't find what you need in this booklet, start with your manager. If they're not sure, the Group People Team can help find the right answer.

We also have a range of wider Group policies that aren't all referenced in this booklet, but which support how we work and set out expected standards and ways of working. You can access the full suite of Group policies online.

Our Purpose

We invest in and are responsible stewards of a portfolio of businesses. Guided by family-business principles — long-term thinking, accountability, and care — we develop our people, support our communities, and safeguard the environment for future generations.

Our Core Values

1

Look After Each Other

We help each other succeed and support each other in difficult moments.

2

Care for Our Home

We look after our workplaces, communities, and the environment as shared responsibilities.

3

Be Bold Together

We encourage new ideas, embrace change, and learn from every experience.

4

Act with Respect and Care

We act with fairness, respect, and integrity in all relationships.



Index



1. Our Culture, Values and Behaviour

2. Safety, Health and Wellbeing

3. Community, Charity and the Environment

4. Career, Learning and Development

5. Recognition and Celebration

6. Family, Caring and Flexible Working

7. Young People and Work Experience

8. Pay, Benefits and Financial Wellbeing

9. Our Ongoing Commitment

Our Culture, Values and Behaviour

Our culture is what makes Milbank different. It is rooted in our Core Values and shows up in how we treat each other, how we serve our customers and communities, and how we make decisions every day.

Diversity, Inclusion and Respect

We want Milbank to be a place where everyone feels they belong and can contribute. We value different backgrounds, perspectives and experiences, and we do not tolerate discrimination, bullying or harassment. Everyone has the right to be treated with dignity and respect at work.

Our Equal Opportunities and Dignity at Work policies set out in more detail how we meet our obligations and our own expectations. If you ever experience or witness behaviour that falls short of these standards, please speak up, talk to your manager, the People Team, or use any confidential reporting routes available, including our Group confidential inbox: confidential@milbank.co.uk.

Education and Awareness

We know that building an inclusive, supportive culture is an ongoing effort. We provide training and awareness-raising throughout the year - including e-learning modules, workshops and team briefings - to help everyone understand our values, our responsibilities and the support available.



2

Safety, Health and Wellbeing

Everyone has the right to work in an environment that is safe, healthy and supportive. We take our responsibilities for health and safety seriously and expect all colleagues to do the same.

Safety

We carry out regular workplace risk assessments and put controls in place to help create and maintain a safe place of work. This includes safe systems of work, appropriate equipment, and clear procedures for reporting and managing hazards or incidents.

You can expect:

- Clear health and safety policies and procedures, including site-specific guidance where needed.
- Access to trained first aiders.
- Regular safety discussions, briefings and toolbox talks.
- Routine checks on work equipment and the working environment.
- Support with any reasonable adjustments you may need to work safely.

We also provide information and guidance to help you take care of your own safety and that of others. If you ever have concerns about health and safety, please raise them promptly with your manager.

Safety, Health and Wellbeing

Wellbeing and Mental Health

Wellbeing is about more than the absence of illness. It includes your physical, mental, emotional and financial health. We want Milbank to be a place where you can talk openly about wellbeing and where support is easy to access when you need it.

Support includes:

- Training and support for managers to help them hold sensitive conversations and signpost help.
- Access to our EAP through **Help@Hand**.
- Access to mental health first aiders in parts of the business.
- Partnerships with charities and specialist organisations who can offer additional support.
- Workplace initiatives that encourage healthy lifestyles, connection and community.

We recognise that life can sometimes feel overwhelming. If you are struggling - whether due to work pressures, personal circumstances or something else - please reach out.

Your manager, the People Team, and our mental health first aiders are all here to help. We will always treat your situation with sensitivity and confidentiality, within the limits of safeguarding obligations.

2

Safety, Health and Wellbeing

Confidential Reporting and Additional Support

If you'd like to raise a concern or ask for help in confidence, please use our Group confidential inbox: confidential@milbank.co.uk. This is a secure Group-level email address with restricted access, and we will handle your message sensitively and in strict confidence. You can also speak with your manager or the People team, who will listen and connect you with the right support.

Where specialist support is more appropriate, colleagues may prefer to access confidential advice through external organisations. This can include wellbeing, family or relationship issues, financial pressures, safeguarding matters, or any other personal challenges. We can signpost you to trusted national and local services so colleagues can access the right help.



3

Community, Charity and the Environment

Charities and Community Commitment

Milbank is rooted in its local communities. We support a range of local and national charities that align with our purpose and values, and we encourage colleagues to get involved in fundraising, volunteering and awareness-raising activities.

We are proud to commit 2% of our profits each year to charitable causes and community projects. We also support colleague-led initiatives – if there is a cause that matters to you, we want to hear about it.

The Environment and Our Wider Commitments

Caring for our home means thinking carefully about our impact on the environment and the communities around us. We are working to reduce our carbon footprint, cut waste and use resources responsibly across our operations.

Our efforts include:

- Providing training and awareness on climate change and environmental sustainability.
- Reducing waste and increasing recycling at our sites.
- Exploring greener travel and transport options where possible.
- Supporting projects and initiatives that protect and enhance our local environments.
- Working towards our carbon neutral targets and reviewing our progress regularly.

This is a journey, and we know there is always more to do. We welcome ideas from colleagues on how we can continue to improve.



4

Career, Learning and Development

Recruitment and Career Development

We want Milbank to be a place where you can grow your career. When opportunities arise, we look first at how we can help our own colleagues develop and progress, including through internal moves and promotions. We advertise many vacancies internally and encourage you to have open conversations with your manager about your aspirations.

Our recruitment and selection processes are designed to be fair, consistent and inclusive. We select people based on their skills, experience, potential and alignment with our values.

Learning and Development

Learning at Milbank happens in many ways – on the job, through coaching and mentoring, in team meetings and through more formal training. We provide a range of learning opportunities, from mandatory training to role-specific development and leadership programmes.

Examples of learning and development support include:

- Core training to help you work safely and effectively, including e-learning modules and site-based inductions.
- Role-specific training to build your technical skills and knowledge.
- Development opportunities.
- Support for professional qualifications or apprenticeships where appropriate for the role.

4

Career, Learning and Development

Your Voice and Engagement

Your feedback helps us make Milbank better. We use a range of ways to listen to colleagues, including engagement surveys, team meetings, one-to-ones, listening groups and suggestion channels.

You can expect regular discussions with your manager about your role, your development and how things are going. We encourage honest two-way conversations and want you to feel able to share your ideas and concerns.



5

Recognition and Celebration

We believe in acknowledging and celebrating the contributions and milestones that matter to our colleagues. Recognition is an important part of how we live our values and strengthen our community.

We encourage everyone to notice and celebrate each other's contributions, however big or small. If you have ideas about how we can recognise colleagues in a way that feels meaningful, please share them with your manager or the People Team.

Long service anniversary award values

Long Service Anniversary	Value Per Year	Total Value of Award
5 Years	£10	£50
10 Years	£15	£150
15 Years	£20	£300
20 Years	£25	£500
25 Years	£30	£750
30 Years	£35	£1,050
35 Years	£40	£1,400
40 Years	£45	£1,800





Family, Caring and Flexible Working

Family life and caring responsibilities look different for everyone. We aim to offer support that recognises this and gives you flexibility wherever we reasonably can, in line with our policies and business needs.

Support for Pregnancy, Birth and Adoption

We provide leave and pay arrangements in line with the law, and we also offer enhanced pay and support in some areas.

We understand that welcoming a child can bring practical and financial pressure, and we don't believe statutory payments always reflect the reality of family life. Where we can, we enhance our provisions to better support colleagues through pregnancy, birth and adoption.

Full details, including eligibility and notice requirements, are set out in our Family Leave policies. Where enhanced pay is available, it will be clearly set out in the relevant policy and will apply subject to eligibility criteria.

Support typically includes:

- Maternity leave and pay.
- Paternity leave and pay.
- Adoption and surrogacy leave and pay.
- Shared parental leave and pay.
- Support around antenatal and adoption appointments.

If you are planning a family or your circumstances are changing, please speak with your manager or the People Team as early as you feel comfortable, so we can explain the options available and support you.



Family, Caring and Flexible Working

Family and Parental Leave Entitlements

Maternity	13-weeks at Full Pay 13-weeks at 50% Pay Remaining term at Statutory
Adoption and Surrogacy	13-weeks at Full Pay 13-weeks at 50% Pay Remaining term at Statutory
Shared Parental	Statutory Entitlement
Paternity	4-weeks at Full Pay

Pregnancy Loss and Miscarriage

Pregnancy loss at any stage can be deeply distressing. We are committed to supporting colleagues and their partners through this, whether or not they are legally entitled to specific forms of leave. Our policies set out the leave and support available, and we will always consider individual circumstances with care and sensitivity.



Family, Caring and Flexible Working

Fertility, IVF and Other Routes to Parenthood

We recognise that many colleagues build their families through fertility treatment or other routes to parenthood. We aim to offer flexibility, understanding and guidance so that you can balance treatment or preparation with work as far as possible. Please speak in confidence with your manager or the People Team to discuss what support may be available.

Caring, Compassionate Leave and Time Off for Dependants

Many of us have responsibilities beyond work – for children, partners, parents, or other relatives. We recognise this and aim to provide support when you need time away from work to care for others or deal with unexpected events.

Support includes:

- Time off for dependants in emergencies, in line with our policy.
- Compassionate and bereavement leave, including parental bereavement leave where applicable.
- Carers' leave, where colleagues have ongoing caring responsibilities.
- The option to discuss other temporary arrangements, such as annual leave, unpaid leave or adjusted hours, depending on the situation.

We will always look at individual circumstances and the needs of the business, and will do our best to respond with empathy and flexibility.



Family, Caring and Flexible Working

Menopause and Midlife Health

Many colleagues will experience menopause or perimenopause during their time with us, or support someone who does. For some, symptoms can have a real impact on life and work, and we want you to feel able to talk about this without awkwardness or stigma.

If you are affected, please speak in confidence with your manager or the People Team. We will look at your situation individually and consider practical steps that may help, such as:

- Small adjustments to your working environment (including clothing/PPE where safe and appropriate to do so)
- Flexibility in how, where or when you work, in line with our Flexible Working Policy and business needs
- Time off for medical appointments related to menopause or midlife health

Menopause and midlife health can affect colleagues in different ways. Some will experience symptoms themselves; others may be supporting a partner, family member or friend. Whoever you are, you are entitled to be treated with dignity, respect and understanding. Your manager can help you find more detailed guidance and support.



Family, Caring and Flexible Working

Flexible and Hybrid Working

We believe that spending time together in person is important for our culture, collaboration, learning and support, so we aim for a sensible balance between time on site and any agreed hybrid or flexible arrangements.

Where roles allow, we are open to different ways of working, including flexible hours, part-time working and hybrid arrangements. Colleagues have a statutory right to request flexible working from day one of employment, and our Flexible Working Policy explains how to apply and how requests are considered.

Hybrid working is possible in some roles and locations, subject to business needs, customer requirements and the need to maintain connection and collaboration. Any hybrid arrangements will be agreed locally with your manager, kept under review, and may change as the needs of the business and the team evolve.



7

Young People and Work Experience

We are proud to offer work experience and early careers opportunities that help young people learn about the world of work, build skills and explore future careers. We want these experiences to be positive, safe and meaningful.

If you know a young person who may be interested in work experience or early careers opportunities with us, please contact your manager. They can advise on current options, eligibility, and the appropriate process.

In some cases, we prioritise opportunities for relatives of colleagues, while still following our commitment to fairness, inclusion and safeguarding. All young people joining us, whether for work experience, apprenticeships or other programmes, are supervised and supported in line with our policies and legal obligations.



8

Pay, Benefits and Financial Wellbeing

Pay and the Real Living Wage

We are committed to fair pay. We are accredited with the Living Wage Foundation, meaning we pay at least the Real Living Wage which is an independently calculated rate based on the cost of living and is higher than the Government's National Living Wage, which is the legal minimum.

We keep our pay structures under regular review to remain competitive with the market and appropriate for our sector and locations.

Pay reviews are normally carried out annually, taking into account individual performance, market conditions, business performance and affordability. Any changes are communicated clearly, and your manager can help explain how the process works locally.

Annual Leave

All employees receive paid annual leave each year in addition to public holidays. Individual entitlements are listed in your contract of employment.

We encourage you to use your full entitlement - taking time away from work is important for your health and wellbeing. If you have questions about booking leave or how your entitlement works, please speak with your manager or your local HR/admin contact.

8

Pay, Benefits and Financial Wellbeing

Pension and Protecting Your Future

Planning for the future is important. We provide access to a workplace pension scheme in line with our legal obligations, with contributions from both you and the company where eligible. You will receive details of the scheme, including how to join or opt out, when you start with us or when you become eligible.

We may also offer access to additional savings options such as the Milbank Christmas savings club, or financial planning tools through our benefits providers. Please see your local benefits information or speak with line manager for details.

Health, Insurance and Other Benefits

We offer a range of benefits designed to support your health, security and everyday life. Full details will be set out in your contract of employment.

Support includes:

- A health cash plan, helping with the cost of everyday healthcare such as dental, optical and specialist appointments.
- Death in service benefit, providing financial support to your nominated beneficiaries if you were to die while employed by us.
- Access to salary sacrifice arrangements or other schemes.

8

Pay, Benefits and Financial Wellbeing

Sick Pay and Support

If you are unwell and unable to work, we want you to focus on your recovery. Our Sickness Capability Policy sets out the support available, including Statutory Sick Pay and, in some cases, company sick pay.

Where absence is prolonged, we work with occupational health providers to understand how best to support you, including any reasonable adjustments that could help you return to work safely.

Financial Wellbeing

Money worries can affect anyone and can have a real impact on wellbeing. We want to help colleagues feel more in control of their finances.

Support for financial wellbeing may include:

- Signposting to independent financial advice services where appropriate.
- Support with understanding your payslip, pension and benefits.
- Opportunities to participate in savings or discount schemes where available.



Our Ongoing Commitment

This booklet reflects our commitment to building a community that cares – for our people, our purpose and our planet.

We will continue to review and improve what we offer, listening to feedback from colleagues and responding to changes in the world around us.

Thank you for everything you do to make Milbank what it is.

If you have questions about anything in this booklet, or ideas about how we can do more, please speak with your manager or the People Team.



