

# The Casey Group S172 Statement for Year Ending 31st July 2022





## S172 (1) Statement Companies Act 2006

Throughout the financial year ending 31st July 2022, the directors have complied with the requirements of section 172 of the Companies Act 2006, promoting the long-term success of the Company for the benefit of all stakeholders.

The following details how the directors have had regard to the matters set out in section s.172(1) (a) to (f) and forms the statement as required under section 414CZA of the Companies Act 2006.

### Strategy and Principal Decision

The improved lines of reporting and communication of progress to meet our short and longer-term business plans, have been further developed this year with an enhanced focus on business resilience and the group's purpose of Improving Lives..

The Company's strategic plan remains under regular scrutiny to ensure relevance, successful delivery and sustainability.

### Engagement with Stakeholders

The Purpose of the Company and Group is Improving Lives. These are the Lives of our stakeholders.

Our stakeholders are our shareholders, employees, clients/customers, suppliers, customer-residents and local communities, the environment and others. The director's decision-making process is driven by sustainability and our long-term business plans, values and aims.

In the year ending 31st July 2022 the directors engaged with stakeholders in the following ways.

### Shareholders

The directors regularly report to the Company and Group's shareholders on our performance, value, and risks. The directors are responsible for the Company's performance and for growing the value of the Company in a sustainable and in a manner consistent with our purpose and values. In addition, the directors report their strategies to the shareholders on a regular basis.

### Employees (Health, Safety and Welfare)

The directors recognise that good health, safety and welfare is good business and provides and promotes corporate governance meeting legislative controls and the requirements detailed in the document 'Leading health and safety at work' produced by the Institute of Directors and the Health and Safety Executive.

At the forefront of our approach is a respect and care for the health, safety and welfare of our employees and those who may be affected by our works.

To support this, we:

- Prioritise health and safety in the board room and provide effective visible and felt leadership.
- Deliver a programme of initial and refresher training to meet our business needs.
- Deliver a programme of directors site visits covering, in addition to health, safety and welfare, employee engagement, mental health chats and other

matters such as GDPR compliance.

- Maintain Workplace Representatives of Employee Health, Safety and Welfare throughout the business to help promote and enforce the message of compliance.
- Provide an Employee Assistance Programme, which provides a confidential counselling service to all employees and their families, providing advice on mental health, financial and non-financial matters. This service was particularly well received during the COVID-19 pandemic.
- Maintain recognised accreditations, such as ISO 45001 and CHAS (The Contractors Health and Safety Assessment Scheme) to meet our business needs.
- Agreed to embark on the BSF Champions journey (BSF: Building a Safer Future).

**Best Practice Outcome:** The Group again secured The RoSPA (The Royal Society for the Prevention of Accidents) President's Award (for 14 consecutive annual Gold Awards) for health and safety performance during the period.

### Employees (Engagement and Communication)

The directors understand and embrace the importance of employee engagement and communication, making it a priority during the period, which again was well received especially due to the COVID-19 pandemic.

To support this, we:

- Promote and support approachable and engaging leadership.
- Provide a comprehensive induction.
- Produce regular employee newsletters.
- Deliver employee 1-2-1's and catch-ups.
- Carry out directors site visits.
- Conduct employee surveys.
- Retain Gold Investors in People.

**Best Practice Outcome:** When asked in an Employee Survey: Are you happy with the communication you receive? We scored 8.26/10.

### Employee (Training and Development)

The directors recognise the importance of employee training and development in order to enhance the personal and professional development of our employees within the context of our purpose, values, aims and objectives.

To support this, we:

- Promote an environment for learning and knowledge sharing.
- Deliver training, meeting our business objectives and scope of works, including:
  - Apprenticeships
  - Specialist NVQ's
  - HNC's and Degree's
  - Product / Technical
  - Health, Safety and Environmental; and
  - Other training such as senior team development to meet industry and best practice.
- Promote the value of informal training and learning, such as coaching and mentoring.
- Promote and support CPD (Continual Professional Development).

**Best Practice Outcome:** We continue to deliver a programme of apprenticeships, making use of our supplier partner relationships, to help combat the UK skills shortage. We recognised National Apprenticeship Week with a celebration luncheon with our Apprentices and Senior Leadership Team, several who have progressed through apprenticeships themselves.

### Employee (Benefits)

The directors are committed to recruiting and retaining the best possible candidates for all positions.

To support this, we:

- Recruit the best people to help fulfil our business objectives.
- Provide a place where people want to work.
- Promote an environment for learning and knowledge sharing.
- Provide a comprehensive employee benefits scheme.

**Best Practice Outcome:** Due to our approach to employee benefits we enjoy a low turnover of employees, and high employee satisfaction. When asked in an Employee Survey: Are you happy at work? We scored 8.05/10.

### Clients/Customers

The directors nurture and protect long-standing, valued relationships with clients/customers. We have secured and maintain placements on a number of frameworks and look to employ a negotiated/collaborative approach to finding solutions to meet client/customer needs.

Noting the UK housing shortage, the Directors are working to enhance the performance of the New Build Housing Business Unit and progress the Developments Business Unit to grow and contribute significantly to the Company's sustainability, performance and cash reserves.

The directors recognise the importance of the high-rise market. We have worked on 25 high-rise buildings in the last 5 years, including projects associated with the current Building Safety Fund. New high-rise projects are being developed for the financial year ending 31/07/2023.

To support this, we:

- Continue to invest in specialist training for our employees, particularly in respect of fire safety.
- Have invested in specialist cloud-based software to manage the "golden thread" of information and provide clients/customers with an information management solution.
- Have become a Registered Signatory of the Building a Safer Future Charter.
- Have developed a "one stop shop" solution undertaking all aspects of high-rise residential, refurbishment, from re-cladding to ground source heat pumps, roofing to fire stopping, windows to kitchens and bathrooms.
- Have developed The Casey Building Safety & Skills Academy

Much has changed in the world of fire safety since the sad events at Grenfell, now over five years ago, and we are striving to be at the front of the changes for our employees, clients, customers and industry.

Here at Casey, we have been focussing on the following key areas:

- Leadership
- Competence
- The Golden Thread
- Quality and Compliance

Whilst we are a Registered Signatory of the Building a Safer Future Charter, and well on our journey to achieving Building a Safer Future (BSF) Champions status, we have gone the extra mile to meet the 4 key areas detailed and to show the leadership requested by Dame Judith Hackitt. Dame Judith Hackitt advised: "The thing that makes the difference between those that are getting on with making change and those who are holding back is not about resources or competence or clarity - it's all about leadership. So, we need many more companies and organisations to step up and show leadership."

Following a significant investment and refurbishment, we have opened our Building Safety & Skills Academy which is focussing on delivering fire and building safety training and assessments to our employees, clients and stakeholders alike. By taking this approach we are raising the awareness of fire and building safety in our industry and making homes and buildings safer and better places to live.

**Best Practice Outcome:** We have helped and continue to support information sharing with the Ministry of Housing, Communities & Local Government (MHCLG) and the Health and Safety Executive (HSE) in relation to high-rise residential buildings following the Hackett Report in advance of the new Building Safety Regulations and Regulatory Framework, to be enforced by the Building Safety Regulator (BSR). We have significantly invested in training of our now 8 Site Managers who have BM Trada\* qualifications and accreditations aimed at building on our existing technical competence and compliance in fire safety for our clients and the customers' homes in which we work. We are also a 'Registered Signatory' to The Building a Safer Future Charter and have agreed to embark on the BSF Champions journey.

\* *BM Trada provides independent certification, inspection, training and technical services to the Fire and Building Products marketplace.*

The Company is a signatory of the RICS (Royal Institution of Chartered Surveyors) Conflict Avoidance Pledge, which aims to change the behaviour in the construction

and property industry encouraging organisations to consider their working practices and the way they deal with disputes.

To support this, we:

- Believe in collaborative working and the use of early intervention techniques with our clients, and throughout our supply chain, to try to resolve differences of opinion before they escalate into disputes.
- Recognise the importance of embedding conflict avoidance mechanisms into projects with the aim of identifying, controlling and managing potential conflict, whilst preventing the need for formal, adversarial dispute resolution procedures. We commit our resources to embedding these into our projects.
- Work proactively to avoid conflict and to facilitate early resolution of potential disputes.
- Have committed to developing our capability in the early identification of potential disputes and in the use of conflict avoidance measures. We will promote the value of collaborative working to prevent issues developing into disputes.
- Commit to work with our industry partners to identify, promote and utilise conflict avoidance mechanisms.

**Best Practice Outcome:** Regardless of any contractual obligations we approach all our contracts in the spirit of partnering, focussing on shared mutual objectives and conflict avoidance. Despite our significant growth and expansion of supply chain partners, it is now over 3 years since a matter was referred to formal dispute resolution (such as mediation, adjudication or arbitration).

### Supplier and Subcontractor Partners

The directors recognise that our supplier and subcontractor relations are key to achieving great outcomes across the business.

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We believe in collaborative working and the use of early intervention techniques throughout the supply chain to promote partnering and to resolve differences of opinion when they occur.

To support this, we:

- Implement a robust pre-selection process to ensure we work with like-minded organisations that share our approach to health, safety and welfare, people, and the environment.
- Have rationalised our supplier and subcontractor database into one preferred list based on health, safety and welfare, performance, and attitude to collaborative working.
- Support fledgling and small organisations to best help the skills shortages and support local investment.
- Pay all suppliers and subcontractors on time and for subcontractors, follow RICS guidelines on notices and payment dates.

**Best Practice Outcome:** We are signatory of the RICS Conflict Avoidance Pledge to best demonstrate our approach to avoiding conflict and promote collaborate working with our supplier and subcontractor partners.

### Residents and Local Communities

The directors recognise the importance of corporate social responsibility and the benefits it brings to those involved. The directors continue to promote its investment in resident and local community initiatives, which includes a newly appointed Social Value Coordinator.

To support this, we:

- Create local employment and training opportunities with targeted recruitment.
- Provide support for businesses and social enterprises.
- Deliver our 'Help in the Community' initiative to support and resource local community benefits.
- Deliver our 'Educating the Community' to deliver safety talks to primary school children, and technical and careers days for older students.
- Provide support for local charities, especially during the COVID-19 lockdown.
- Publish a bi-monthly social value newsletter to capture the work we do.
- Continue 'Improving Lives'.

**Best Practice Outcome:** As part of our previous high-rise residential refurbishment projects we engaged with Emmaus Salford, a registered charity that supports people who have experienced homelessness, to provide time and resources to make emergency accommodation pods and provide employment and training opportunities to once homeless young people. This relationship with Emmaus continues with other initiatives involving Salford University Energy House.

### The Environment

The directors identify and strive to eliminate or minimise the environmental impact of its operations.

To support this, we:

- Promote a culture of responsibility, competence and compliance.

- Manage our operations to ensure compliance with recognised standards and best practice.
- Provide training and support, ensuring employees are aware of their responsibilities under environmental legislation and how compliance can be achieved and maintained.
- Attain and maintain recognised accreditations relevant to our scope of works, including ISO14001.
- Reduce printing across the business.
- Adopted hybrid working as a fundamental working practice, reducing unnecessary mileage and emissions.
- Upgrade our commercial vehicle fleet to reduce emissions.
- Operate from the Group's "Green Head Office", designed to minimise environmental impact.
- Research and implement the use of alternative fuels to reduce emissions.
- Are developing a program to further reduce our carbon emissions and environmental impact

**Best Practice Outcome:** We continually look for environmentally conscious improvements in contract works and in our business practices. The Group has adopted Sustainability and Carbon Reduction as a Key Theme / Business Objective for the period 2021/2022 and beyond.

### Other Stakeholders

Our other major stakeholders include our auditors, bankers, HMRC, insurers and regulators. The directors regularly engage with these stakeholders to promote open exchange of information and working relationships based on trust.

### COVID-19

The COVID-19 pandemic provided us, along with our stakeholders, a unique

challenge. Working together we developed procedures, aligned to Government policy and advice, to above all else secure the health and wellbeing of the stakeholders detailed in this statement.

To support this, we continued to:

- Maintain active our COVID-19 Team (meeting 115 times up to 9th March 2022 to process information and establish best practice solutions).
- Make best use of the Construction Leadership Council's 'Site Operating Procedures, along with the Government's 'Working safely during COVID-19' guidance to maintain our existing and new workplaces, COVID-19 Secure.
- Deliver a comprehensive communications strategy, including:
  - A series of letters from the directors providing information and support.
  - A series of Coronavirus Updates, dealing with all things COVID-19 and more.
  - Health and Safety Updates, including Working from Home and Mental Health.
- Provide support for local charities.

**Best Practice Outcome:** When asked in an Employee Survey: How well do you think we have dealt with the COVID pandemic? We scored 9.17/10.

Approved by and on behalf of the Board.

Mr J P Warren



Finance Director

**The group has accomplished great things  
through the commitment of great people.**

**If we each continue to be the best we can,  
together we will achieve even greater things in the  
future.**

*Chris Casey*

