SECTION 172 STATEMENT

Section 172 (1) of the Companies Act 2006 requires each Director of a company to act in the way he or she considers, in good faith, would most likely promote the success of the company for the benefit of its members as a whole but having regard to a range of factors set out in section 172 (a)-(f) in the Companies Act 2006. In discharging our section 172 (1) duty, we have regard for these factors taking them into consideration when decisions are made.

In addition, we also have regard to other factors which we consider relevant to the decisions being made. Those factors for example include the interest and views of our clients and their end users, regulatory bodies, and our relationship with our lenders. We delegate authority for day-to-day management of the Company to the Executive Directors and engage management in setting, approving and overseeing execution of the business strategy and related policies.

What our stakeholders have told us matters most to them

Effective engagement of stakeholder groups supports the principles of Section 172 (1) of the Companies Act 2006, which sets out that Directors should have regard to stakeholder interests when discharging their duty to promote the success of the company. Our success depends on forging positive relationships with the people, communities and organisations that have an interest in our business and may be impacted by the decisions we make. The Directors identify principal decisions as those with significant long-term implications for the Group and its stakeholders, distinct from routine business decisions.

People

We endeavour to listen to our people, to provide feedback and keep them engaged and informed. Successful performance can be delivered through a high level of engagement ensuring our people share the Company’s core values and feel supported by our inclusive culture. We are committed to creating an environment in which our people feel valued, supported and fulfilled. A dedicated feedback survey was used to inform the directors on the decision to re-brand and the introduction of the new Group wide values and behaviours; responsible, open, together, ambitious.

The Directors continue to engage and listen to all feedback to harness the talent within the Company and ensure a working environment that allows people to flourish. During the year a group wide People Opinion Survey took place enabling us to address areas for improvement to make the Group a better place to work. The feedback from this engagement has been considered by the Directors and has helped inform short-term actions and long-term people strategies.

Clients

We have long-term relationships with our clients across multiple contracts. We aim to meet the specific need of our clients to deliver best in class solutions. During the year we continued to have key account support and face-to-face meetings to continue to invest in these relationships.

Suppliers and subcontractors

Dialogue with suppliers and subcontractors is important to mitigate supply chain risk and to ensure we have access to the most cost effective and reliable products and services. During the year we worked closely with our supply chain to ensure we can meet our business requirements in a sustainable way. Having key account support and face-to-face meetings helps to build trust and long-term relationships which is beneficial to both parties.

Our code of conduct sets out clear standards regarding our ways of working with our supply chain. The code of conduct emphasises ethical business practices, transparency, and integrity. The code of conduct applies to all employees within the Group, regardless of their role or level of seniority. Through our anonymous whistleblowing service, we also encourage employees to report any concerns about misconduct or wrongdoing. This commitment underlines our dedication to maintain exemplary high standards of business conduct and act fairly throughout our operations.

Community

During the year, we continued to collaborate with local schools to encourage an interest in STEM (science, technology, engineering, and maths) subjects among school students and help to raise awareness of careers in our sector. Through our workshops, many students get a taste of our staff's challenges and an understanding of the practical application of STEM subjects. Year after year, we continue to increase the number of school workshops delivered and reach a larger audience of students, enriching the educational experience for students and establishing a mutually beneficial relationship between the education sector and the Group, supporting our future talent recruitment and ensuring young people gain meaningful employment.

Additionally, we continued to actively partner with the armed forces by offering meaningful and fulfilling careers to those who have served their country. We continue to expand our apprentice and graduate intake and create new programmes for the long-term unemployed. The Directors receive periodic updates on these initiatives and ensure their wider visibility in the organisation.

We are committed to minimising our environmental impact, promoting good environmental practice across all our operations. ESG metrics are presented to the Directors periodically.

Government and public authorities

As many of the services that we deliver are to public authorities or otherwise publicly funded, we have periodic engagement with public sector stakeholders to allow us to better prepare to provide relevant services, impacting our decisions such as resourcing and forecasting. We also have frequent engagement with public authorities in relation to the streetworks we undertake. To the extent that our work is subject to a specific underlying regulatory regime, we will co-operate with the requirements of that regulator, taking a proactive approach wherever possible.

Shareholders

Our shareholders aim to continue to increase the long-term strategic value of the Company in partnership with the management team. We target long term profitable growth, both organically and through acquisitions that enable a broadening of the Company’s service offering.