

## Section 172

This report sets out how the directors comply with the requirements of Section 172 (1) and how these requirements have impacted the Board's decision making throughout the financial year. The Board's primary responsibility is to promote the long-term success of the Group by creating and delivering sustainable shareholder value as well as contributing to wider society. The Group is focused on engaging with its stakeholders to make informed decisions at Board level.

The Board ensures that the directors have acted both individually and collectively in the way that they consider, in good faith, would be most likely to promote the success of the Group for the benefit of its members as a whole with regard to all its stakeholders and to the matters set out in paragraphs a-f of Section 172 of the Companies Act 2006. The key points are highlighted in the table below.

Section 172		Decisions/Interactions
a	The likely consequence of any decision in the long-term;	<p>The Board is focused on the continuing sustainability of the Group and has implemented a strategy which considers the various risks facing the business and concentrates on the long-term prospects for the Group.</p> <p>The directors constantly reassess all internal and external aspects including devoting due consideration to political, economic, social, technological, legal and environmental factors.</p>
b	The interest of the Group's employees;	<p>The Board recognises that a skilled and experienced workforce is an integral part of the Group's continued success.</p> <p>The health, safety and wellbeing of the Group's employees (and other stakeholders) remains its utmost priority and we continue to demand the highest standards of health and safety on all our projects.</p> <p>We offer a range of training and development programmes for employees at all levels and this has been independently recognised through the success in the 2019 CEF Training Award. We are pleased to note the increasing number of staff that achieved MCIQB status during the year.</p> <p>There is an ongoing focus on employee wellbeing delivered through supporting mental health initiatives and encouraging a healthier lifestyle.</p>
c	The need to foster the company's business relationships with suppliers, customers and others;	<p>The Board regularly reviews how the Group maintains positive relationships with all of its stakeholders including suppliers, customers and others.</p> <p>Our continued successes have been founded on high quality construction, innovation, integrity and dependability. These values have been the bedrock of our relationships with our long-standing construction partners and are largely responsible for providing repeat business.</p> <p>We place huge importance in partnering with our key clients and continue to build upon our long-term association with existing customers whilst also developing links with new ones.</p> <p>The Group has an extensive and valued supply chain and it is important that they also support our values. Suppliers are all treated in a fair and consistent manner which includes prompt payment.</p>

## Section 172 (continued)

Section 172		Decisions/Interactions
d	The impact of the Group's operations on the community and the environment;	<p>The Group has adopted a five strand corporate responsibility strategy which focuses on sustainability, environment, nature, society and employees. We have identified corporate responsibility activities for each strand and measure performance across the entire organisation.</p> <p>We are part of the Business &amp; Biodiversity Charter and have achieved CORE accreditation which recognises leading companies in corporate responsibility.</p>
e	The desirability of the company maintaining a reputation for high standards of business conduct;	<p>The directors continue to take the responsibility of ensuring the Group remains a good corporate citizen very seriously and consider that maintaining its strong reputation for the highest standard of business conduct is a key priority.</p> <p>To assist with upholding the Group's reputation every candidate interviewed for employment within the Group will be assessed against our 4 key values which include integrity and dependability.</p> <p>Our mission is to deliver the best construction solution we possibly can for every client, every time, without fail and we are pleased to continue to deliver high quality projects on time and within budget.</p>
f	The need to act fairly as between members of the company;	<p>The Group is a family owned business, now in its fifth decade with a reputation as a leading construction business. As such, we were particularly pleased to win the overall UK National Chamber Awards Family Business of the Year in 2019.</p> <p>The Board comprises of a mix of shareholders and non-shareholders, with oversight of different areas of the business and with one common goal – to ensure the long-term success of the Group.</p>