

# The Casey Group Ltd ESG Statement

March 2023



**casey**

PRO-ENVIRONMENT



## Casey

It is an exciting time at Casey. Over the last few years, the Group has significantly developed its offerings to clients whilst internally building a strong and unified team at all levels and in all areas of the business.

Growth in the last 2 years has been significant and we now operate at a new level of activity.

The opportunities and challenges ahead, in all areas of the business, fully encompass environmental, social and governance considerations. The Casey team is developing a range of solutions and operating procedures to build these considerations into our company ethos.

Our purpose of “Improving Lives” and our existing values provides a perfect framework to meet these opportunities and challenges.

The Casey Group is a multi-disciplinary development and construction organisation with the purpose of improving lives.

The principal activities of the Group are residential new build and refurbishment contracting, operating across a variety of market sectors including housing, education, healthcare, public realm, HLF funded parks, hard and soft landscaping, estate regeneration, highways and minor civil engineering, waste management and mineral extraction, along with the provision and servicing of plant and equipment.

The Group delivers contracts ranging in value from £50,000 to £20 million and with a purpose of “Improving Lives” utilises its multi-skilled direct trades workforce, subcontractor partners and complimentary subsidiary companies.

The Group’s operations take place across Northern England and the Midlands. The Group has a strong track record as a reputable employer and true community contractor with a high emphasis on quality, customer relationships and corporate social responsibility.

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## Purpose, Value and Aims

The Group's purpose is *'Improving Lives'* across its activities. It achieves this purpose through its values and aims.

### Values

Respect and Care for:

- Our people
- Our clients, customers and communities
- The environment
- Learning and knowledge

### Aims

- To create a sustainable business
- To be the best we can be
- To retain, recruit and train the best possible people for all positions
- To create a vibrant exciting place where people want to come, work, contribute, develop and succeed
- To be a partner of choice by enhancing our value for customers



## Environmental

The Group understands the impact its operations may potentially have on the environment and is continually developing new working practices to meet current and future environmental challenges, environmental legislation and best practice.

To support this, the Group:

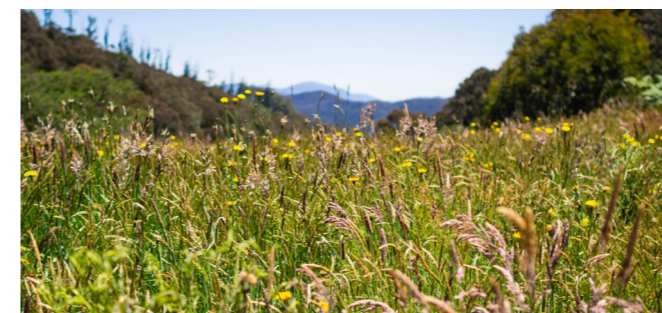
- Identifies and strives to eliminate or minimise the environmental impact of its operations.
- Manages its operations to ensure compliance with recognised standards and best practice.
- Provides training and support, ensuring employees are aware of their responsibilities under environmental legislation and how compliance can be achieved and maintained.
- Promotes a culture of responsibility, competence and compliance.
- Attains and maintains recognised accreditations relevant to its scope of works, including ISO14001.

### Climate Change

Casey's business objectives include a number of initiatives that aim to reduce its climate change impact.

These include:

- Alternative contract offerings that utilise products and methodologies with a lower carbon footprint by the creation of alternative specifications for new build homes that clients can consider in part or whole.
- Working with our supply chain partners to identify and utilise alternative construction methodologies and construction products that are available to the wider construction industry, and which would provide a reduced carbon footprint.
- Developing the ability to provide our clients with alternative tender submissions, identifying how their individual schemes may be better delivered to become more environmentally friendly and by reducing the outturn construction stage carbon footprint.
- Investigating volumetric construction methods. With these modular building alternatives, the majority of the manufacturing process is carried out offsite using specialist machinery in a quality-controlled factory environment, which in turn, reduces waste and increases quality control, leading to a lower environmental impact.
- Exploring alternative operating practices to reduce mileage related emissions including a greener fleet of commercial vehicles and through the adoption of hybrid working practices.



### Ecological Impacts

#### Lancashire Wildlife Trust

The Group has made contributions to the Lancashire Wildlife Trust via the Landfill Communities Fund through P Casey Enviro Limited.

In July 2020 P Casey Enviro changed the type of waste it receives at its landfill operation at Arden Quarry, New Mills. As a result, landfill tax no longer applies to the activities of the business.

The contributions made to Lancashire Wildlife Trust continue to support projects at:

- Mere Sands Wood new visitor and education facilities, Ormskirk
- Manchester Mosslands restoration
- Brockholes Nature Reserve, Preston
- Hayfield Cemetery

#### Tree Planting

Tree planting already features across the activities of the new build housing, park refurbishment and waste management activities.

The Group is investigating further opportunities to increase its tree-planting whether this be on Casey land or for clients.

#### Waste Management and Segregation

The Group has been segregating waste at its offices and on site for many years. This is then appropriately disposed of to minimise environmental consequences.

## Environmental

### Printing

The Group actively discourages printing wherever possible both to reduce the use of ink and paper but also to reduce the use of electricity. Invoices, statements and payments are sent electronically to external parties and the Group is looking to move its Enterprise Resource Planning (ERP) system to one which fully accommodates electronic document handling and Optical Character Recognition (OCR) for inwards processing.

### Electronic Archiving

The Group has a fully compliant electronic document archive and file server system accessed from all Group locations through Virtual Private Network connections. These systems mean that the retention of paper archives are rapidly becoming a thing of the past. Once paper archives no longer need to be retained, these are sent for confidential destruction and our new systems mean that new paper archiving is minimised.

### Energy Management

#### Head Office Energy

The Group's offices in Rochdale were designed to minimise the use of energy. Sustainability was central to this design which is six per cent better than the required green standards for a naturally ventilated building.

The low-energy potential of the building is the result of a 'passive' building design combined with energy efficient building systems and services.

There is a sedum planted roof which helps save heat in the winter, keep the building cool in the summer, and looks in sympathy with the surrounding countryside.

The analysis and assessment work undertaken by the design team helped achieve a building with the potential to significantly cut carbon emissions.

The Group is investigating opportunities to move fully to renewable energy at its offices either by external sourcing from 100% renewable providers or by developing on site renewable power generation. This potentially includes photovoltaic cells and turbines in the water course at Head Office.

#### Site Offices Initiatives

The Group is looking at moving to 100% renewable provision of its light and heat requirements at site offices and pre-handover requirements within the new build properties constructed by the Group.

#### On-site Operating Procedures

The Casey teams continuously examine our on-site operating procedures to find solutions that meet environmental challenges, whether these be energy usage, waste generation, low-carbon material usage and transport/mileage considerations.

The Group is looking at ways to improve the environmental footprint of its site offices, including roof mounted solar panels, electric vehicle charging points and sourcing energy from renewable sources.

### Greenhouse Gas Emissions

#### SECR Reporting

The Group reports its Carbon emissions under Streamlined Energy and Carbon Reporting (SECR) reporting requirements and is actively targeting ways to reduce its Co2 and other emissions. A wide variety of initiatives are taking place across the Group to control and reduce its emissions and environmental impact.

#### Carbon and Methane Initiatives

The Casey Plant Services team are trialling the use of HVO (Hydrotreated Vegetable Oil) as fuel for on-site and on-road vehicles and equipment throughout Group operations. HVO fuel is one of the cleanest fuels on the market. It's a second-generation, synthetic, advanced renewable diesel alternative that eliminates up to 90% of net CO2 and significantly reduces nitrogen oxide (NOx), particulate matter (PM) and carbon monoxide (CO) emissions.

Through Casey Plant Services, the Group's commercial vehicle and plant fleet is being refreshed with low emission alternatives wherever possible and as charging facilities become more wide-spread and better vehicle options become available, the group expects to move towards electrically powered alternatives. In the meantime, all Group commercial vehicles have been updated to meet the Clean Air Zone (CAZ) requirements.



### Reuse of Material

Where possible materials are retained on site for reuse with any excess and unsuitable materials transported offsite. Natural material is retained for reuse as topsoil and subsoil for landscaping works.

As a main contractor we carry out the following further checks during the excavation process:

- The frequency of man-made materials.
- Whether there are any sharp fragments of glass or other man-made components.
- Any visual or olfactory signs of potential contamination.
- Any reasonable field observations which may cause material to be unsuitable for reuse.

### Recycling

To reduce disposal at landfill we aim to recycle as much material as possible. This includes any demolition material. Material that cannot be kept on site and processed into a recycled product has to be taken to another facility.

Such removed material has to be classified as a waste as it was being removed from site but as this material is going to a waste transfer station to be processed into a usable product, we are able to maintain the 0% to landfill target.

Topsoil may also be removed to a transfer station and recycled into a product. In addition, any trees / bushes which require cutting back is logged on-site and can be reused in biomass or where practicable reused as domestic fuel.

Casey use a robust fabric first approach when it comes to building regulation compliance. Our houses outperform the standards of new regulations issued in 2022 and can be coupled with new technologies to mitigate carbon emissions.

Use of ASHP (air source heat pumps) and PV (photovoltaic panels) allow us to remove the need for natural gas from the property and keep running costs down.

### Landfill Gas Capture and Electricity Generation

We use methane captured from our waste operations to generate electricity for the national grid. This facility is utilized at three of our landfill sites.

### Green Team

During early 2023 the Group has created a team of staff tasked with identifying ways to further reduce the environmental impact of the Group's operations and facilities. The team will develop proposals for initiatives to reduce the Group's use of electricity, gas and water and it's creation of waste.



Driven by agendas both externally and via our internal company ethos, we formally recognise the value socially that the company can offer as a vital area of our business.

Strategies are being implemented internally that give Social Value its own platform that will promote accountability, transparency, and further innovation in delivery.

These strategies help the Group be the best that it can be in this area, contribute to our sustainable future, and most importantly, cement our place as a partner of choice amongst our valued clients of a similar outlook.

An example of our investment in this area is the appointment of a dedicated social value coordinator who operates and offers services Group wide. In addition, we have appointed a social value lead within the business allowing representation to be made at a senior level.

**Improving Lives Fund**

During the first half of 2023, the Group will introduce its “Improving Lives Fund”. The fund will deliver social value through group-wide initiatives including apprenticeships, our training academy, collective events and initiatives aimed at adding value to local communities and/or to our people. Not only will the fund meet contractual obligations for social value but it will also help deliver the Group’s purpose of “Improving Lives”.

The Social Value team have maintained existing and developed new relationships with counterparts within client teams, local community representatives, and training providers, to help them understand how Casey can help them meet their own social, economic and environmental objectives. This proactive approach is designed to encourage a partnership approach to this area of delivery with the intention of maximizing the social value each project delivers. The social value delivered is being formally captured in a qualitative format via a Bi-monthly newsletter that is distributed both internally to all our staff and externally to our clients and partners.

Away from direct client and training provider interaction, the Social Value team have developed many strong strategic links across the UK, accessing required support services. This process has been supported by Board involvement and with key stakeholders, for example:

- Build Salford Traineeship – Strategic Board place
- Works 4 U learning academy, Stalybridge – Strategic Board place
- Education Business Partnership (NW) Ltd – Key Stakeholder
- Constructing the Future ‘Shared Apprenticeship’ Scheme – Key Stakeholder
- Salford Foundation – delivery partner
- Emmaus UK – delivery partner

With the help of these stakeholder partners and others the Group has been able to deliver the following outcomes:

- 13 new apprenticeships, ranging from levels 2 – 6, covering a wide range of disciplines, from bricklaying to accountancy, joinery to site management, and maintenance to business administration
- 8 existing apprenticeships retained
- Over 2000 hours of work placements & traineeships
- 2 employment places for the ex-homeless
- Covid Cleaning initiative – cleaners directly employed from the local estates and communities in which we were working to fight the pandemic
- Community projects / charities supported with Group resources, including but not limited to:
  - Bridging Communities, Rochdale
  - Emmaus UK (Salford compound area)
  - Arts Let Loose, Swinton
  - Hits Radio Cash for Kids
  - Creative Support, Blackburn
  - Kensington Community Centre, Liverpool
  - Wythenshawe Community Cinema
  - 4CT Charity, Manchester

- Oldham & Blackburn Foodbanks
- The Bread & Butter Thing
- Cobalt Housing Christmas Tree event
- Sholwer Lane Community Centre, Oldham.
- Careers sessions and mentoring have been provided to numerous north-west community and education providers, including but not limited to:
  - Hopwood Hall College
  - Brownhill Academy
  - Rochdale 6th Form
  - Salford College
  - Co-op academy, Walkden
  - Ellesmere Park High School, Swinton
  - Harrop Fold High, Little Hulton
  - New Heights School, Liverpool
  - Connexions, Salford
  - Salford Summer NEET Programme
  - Torus Foundation & Women In Construction



### Diversity, Equality and Inclusion

The skills shortage continues to be an area for concern and none more so than in the construction industry. This is further compounded by an ageing workforce. We also know that true diversity in construction remains low despite many initiatives delivered by the CITB, NFB and other Major Contractors Groups with Tier 1 Contractors.

To attract enough high calibre people to support the next ten years of construction and beyond we recognise that engagement with the entire talent pool is essential to avoid excluding potential candidates.

As a result we continue to develop an environment where individuals from all backgrounds are welcomed and feel empowered to raise their concerns.

### Health and Safety

The Group recognises good health and safety is good business and provides and promotes corporate governance meeting legislative controls set out 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 the Group's approach is a respect and care for the health, safety, and welfare of its employees and those who may be affected by its works.

To support this, the Group:

- Maintains a strong health and safety representation in the board room and provides effective visible and felt leadership



- Promotes a culture of responsibility, competence and compliance
- Delivers a programme of initial and refresher training aligned to its scope of works meeting relevant legislation and best practice including Mental Health Awareness
- Attains and maintains recognised accreditations relevant to its scope of works, including OHSAS 18001, ISO 45001 and CHAS (Contractors Health and Safety Assessment Scheme)
- Agreed to embark on the BSF Champions journey (BSF: Building a Safety Future)



An individual's ability to be a safe, effective, productive employee depends on their:

- Physical health
- Mental Health; and
- Wellbeing

At Casey, we want to ensure our employees are fit and well to be their best for themselves, their families and the Company.

To best protect our employees and the business we apply a systematic approach to Occupational and non-Occupational Health and by proactively seeking medical/well-being information from all employees from their commencement and throughout their career with the Group.

The Group recognises the importance of good mental health and wellbeing. We establish, promote and maintain the mental health and wellbeing of all

employees through positive workplace practices, and to encourage employees to take responsibility, with support from the Group, for their own mental health and wellbeing.

To ensure this the Group has long offered a free and confidential Employee Assistance Programme to employees and their families, which is supported by over ninety Mental Health Awareness trained employees. Regular campaigns and newsletters maintain this critical matter at the forefront of people wellbeing.

Our service partner WSM provides us with a Monthly Mental Health Awareness Newsletter which is packed full of up-to-date information, initiatives and events focussing on wellbeing and resilience.

In 2022 we conducted our first Wellbeing and Resilience Day for all our staff where employees talked openly about their mental health, and we had key speakers who discussed different coping strategies.

In an Employee Pulse Survey, when asked: Is your mental health and wellbeing supported at work? Our employees scored the Group 8.14/10.

The Group also operates an Alcohol and Drugs Policy which focusses of offering help and assistance at times of need. With a programme of For Cause and Random Sampling our focus is on providing a safe and healthy working environment and life for our employees, customers and the wider communities in which we work.





People Development

Employee Training

Casey invests heavily in employee training, whether this be health and safety related or skills development. We work closely with external training providers as well as conducting frequent internal best practice and development workshops. Wherever possible the Group encourages and supports promotion from within the business and the Group’s training programs develop employees to achieve personal and company goals.

The Group is committed to developing and delivering a knowledge and training Platform to raise IT awareness, skills and competence and management disciplines and capabilities. The platform will align with the Group’s objectives to train and retain the best people for all positions. The platform will be backed up by regular communications to allow staff to self-serve their training needs.

One to Ones

All employees receive regular one to one reviews with their manager to monitor and agree performance, wellbeing, targets, training needs and progress.

Investors in People Gold

The Group was awarded IIP Gold status on 27<sup>th</sup> July 2021. The Group are extremely proud of this achievement, which reflects the effort and development of the company in its leadership and management across all areas. The award reflects the care and respect for all employees and their families during the COVID pandemic and the development of the Group’s mental health awareness programme.

**INVESTORS IN PEOPLE®**  
We invest in people Gold

"Leaders have really made an effort to visit sites when they can safely – that is important."  
"We have a great team spirit, and this is seen as important to our success."  
"We are much more aware about anxiety and mental health – it makes such a difference to the workplace and feeling like you matter as a person and not a number."  
"You can tell the leadership want to create a place with a welcoming environment where you enjoy coming to work."



Employee feedback during the IIP assessment process emphasized that Casey is a great place to work and that employees strongly believe in the leadership and management of the Group. Employees who have been able to use homeworking described how it was revolutionary for improving trust. The Group’s approach to flexible working practices continues to be developed.

The empowerment and collaborative involvement of employees at all levels is one of our strongest attributes and contribute to a working environment that reflects respect and trust.

Communication

The Group recognises the importance of clear, unambiguous communication within the business and to customers and suppliers alike. We continue to develop improved methods of communication.

Product Quality and Safety

Product quality and safety are at the forefront of our service delivery and it is important that we employ and train likeminded people and work with likeminded supply chain partners that share our approach to quality and safety.

To ensure this, we:

- Recruit, employ and train people to best deliver the required works with a focus on quality and safety
- Require our supply chain partners to complete a Pre-contract Questionnaire and provide supporting evidence of their competence, and experience, before being awarded and or

- commencing any work
- Ensure that the required works are delivered by a trained and competent workforce under the direct supervision of experienced and effective delivery teams
- Monitor and report on compliance and continually purchase the right products, along with better and safer ways of working
- Retain industry relevant quality and safety accreditations including ISO9001, ISO14001, ISO45001, Constructionline , CHAS, BMTrada

Supply Chain Standards

The group has signed up to the RICS Conflict Avoidance Pledge. The initiative is aimed to change behaviour in the construction and property industry encouraging organisations to consider their working practices and the way they deal with disputes. We believe in collaborative working and the use of early intervention techniques throughout the supply chain and with our clients, to try to resolve differences of opinion before they escalate into disputes.

We 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.

We commit to working proactively to avoid conflict and to facilitate early resolution of potential disputes. We commit 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.

We commit to work with our industry partners to identify, promote and utilise conflict avoidance mechanisms.

The Group recognises the importance of the high-rise market and has worked on 25 high rise buildings in the last 5 years, including projects associated with the Building Safety Fund. Furthermore:

- We continue to invest in the specialist training of our employees, particularly in respect of fire safety
- We have invested in specialist software to manage the golden thread of information and provide clients with an information management solution
- We have become a registered signatory of the Building a Safer Future Charter and agreed to embark on the BSF Champion journey
- We can provide a “one stop shop” solution undertaking all aspects of tower block refurbishment, from re-cladding to ground source heat pumps, roofing to fire stopping, windows to kitchens and bathrooms.

### COVID-19

The Group, at an early stage, introduced measures to protect its workforce, clients and where relevant, client residents through practical solutions such as home-working, consultation with clients, suppliers and subcontractors as well as following government guidance.

These initiatives proved valuable and as a result the incidence of COVID-19

infection within the business was kept to a minimum.

As a result of the UK lockdown, the business closed the majority of its sites at the end of March 2020 to protect its workforce, clients and client residents. A significant part of the direct workforce was “furloughed” under the Government’s Job Retention Scheme in April and claims submitted to HMRC for the related grants.

The Group agreed deferral of many types of outgoings including taxes and finance payments. In addition, many overhead related expenditures were put on hold.

All revenues are generated in the UK with the vast majority of contracts being with state, near state or social sector clients. The incidence of bad debts flowing from credit-risk has been minimal.

Purchases are mainly UK-derived and although the initial reaction by the supply chain was a significant curtailment of supply, supplies were ultimately obtained as sites reopened, as required.

The Group returned to site on all contracts whilst respecting Government advice with respect to safe working practices such as social distancing, face coverings etc. and whilst ceasing its emergency COVID-19 response in March 2022, continues to monitor incidence levels.

In an Employee Pulse Survey, when asked: How well do you think we have dealt with the COVID pandemic? Our employees scored the Group 9.17/10.



### Market Risk and Competition

Our markets remain highly competitive with pressure on margins showing no sign of abatement. The directors address this risk by seeking work outside the normal tender opportunities and by direct approaches to existing and potential clients.

The Group's reputation for quality and an excellent customer experience sets it in great stead for securing this work now and in the future.

Credit risk is minimised in the majority of the Group's dealings by contracting with high covenant customers including local authorities, housing associations, registered providers of social housing, not for profit organisations and NHS trusts. The Group's focus on quality ensures delays in payments are minimised.

### Business Ethics

The Group maintains and applies strong policies in the following areas:

#### Health Safety and Welfare

The Group recognise that good health, safety and welfare is good business and provides and promotes corporate governance meeting legislative controls and 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.

#### Modern Slavery

The Group fully supports the Government's objectives to eradicate modern slavery and human trafficking. We call upon all organisations we engage with to influence their supply chains by improving transparency and accountability and together we can help to eradicate the injustice and brutality of modern slavery.

#### Anti-Bribery

We are committed to working with our suppliers and clients in good faith and in the spirit of mutual trust and respect. We have in place an Anti-Bribery and Corruption Policy which ensures we uphold responsible and fair business practices.

#### Equality and Diversity

In addition to fulfilling our statutory responsibility to promote equality of opportunity in all our activities we are committed to developing an organisational culture which values everyone and the contribution each individual can make to our work.

The Group is committed to promoting Equality for all, a workplace where people are treated with dignity and respect, active opposition to all forms of prejudice, discrimination and harassment whether on the grounds of gender, race, ethnic or national origin, sexuality, physical ability, or mental health.

#### Dignity at Work Policy

The Group is committed to working towards creating a working climate in which all employees are treated fairly and with dignity and respect, that is free from harassment or bullying, and where we value everyone as individuals and respect their differences. We are committed to observing the Equality and Human Rights Commissions Codes of Practice for Employment, Equal Pay and for Services, Public Functions and Associations.

#### Local Employment Policy

The Group is committed to the social as well as physical regeneration of the areas in which it operates. The Group believes that by employing local people it can effectively contribute to the economic sustainability of a community. To achieve this, the Group will adopt partnership arrangements with local employment organisations and those working groups who possess an in-depth working knowledge of the local communities and residents they serve.

#### Best Value Policy

The Group is committed to employing the principles of Best Value. We will work with our clients, our customers, their advisors and the supply chain to deliver value for money, efficiency and continual improvement in all the services we provide.

#### Competition Law Code of Conduct

The Group is committed to compliance with UK and EU competition law. Casey understands that the purpose of competition law is to preserve free, fair and efficient competition for the benefit of all companies operating in the industry and their clients.

Casey is committed to ensuring the highest standards of competition law compliance by adhering in all of its business practices to the principle of fair competition and to ensure that it does not engage in conduct which is anti-competitive.

#### Corporate Social Responsibility

The Group recognizes that its activities have an impact on its people, the environment and the wider community in which it operates, and it acknowledges its obligation to act responsibly, ethically and with integrity in its interactions with all stakeholders.

#### Waste Management Policy

The Group understands the importance of waste management and its effect on the environment. The Group is therefore committed to minimizing waste production by employing Reduction, Re-use, and Recycling techniques at every stage of its operations.

The Group is further committed to ensuring that all operations and activities are fully compliant with all current waste management legislation.

### Privacy and Data Security

The Group maintains a Cyber Insurance Policy which provides Casey and Third Parties with cover in the event of a data breach, loss of data etc. This Policy provides wider cover than that which would be provided under a standard Professional Indemnity Insurance policy. We also comply with the requirements of the Cyber Essentials Scheme and are Cyber Essentials Certified.

### Data Protection and GDPR

The Group has robust data-protection policies both for employee personal data and the data of our clients and residents. The Group's data protection and policies met the requirements of the new legislation when this was introduced in May 2018. With the advent of Brexit, the Group's data protection policies and procedures fully comply with UK-GDPR and the Data Protection Act of 2018. Staff are inducted in data protection policies and procedures upon joining the group and policies and procedures are clearly presented in site offices and Head Office.

The Group's GDPR/Data Protection policies are communicated both at employee inductions and periodically to all staff and subcontractors/3rd party processors. In addition, we communicate our policies to clients. GDPR/Data Protection audits are carried out at all of our offices, whether these be our permanent sites or contract site offices. Any policy non-conformances initiate corrective action, whether this be re-training, communications to clients and improved policies and notices.

### Data Qualification

The Group is certified under the Cyber Essentials Scheme. Cyber Essentials is a Government-backed and industry-supported scheme that helps businesses protect themselves against the growing threat of cyber-attacks.

Developed and operated by the National Cyber Security Centre (NCSC), Cyber Essentials certification enables organisations to showcase their credentials as trustworthy and secure when it comes to cyber security.

### Penetration Testing

3rd party penetration testing and security resilience testing is carried out periodically to ensure that our core systems and security measures reduce the risk from external threats and vulnerabilities.

### Corporate Resiliency

The Group ensures that its goals and ambitions focus on the creation and maintenance of a sustainable business.

Casey's values and purpose are fundamental to the business and are key to its strategic direction.

Although the Group understands the need to protect and grow turnover, the protection of cash and margins takes a high priority as these fundamental building blocks of the business ensure sustainability and contribute to the Group's ability to meet its long-term commitment to employees, clients and other key stakeholders.

To protect its resiliency the Group targets the following areas:

- Operational resilience – focusing on internal continuous improvement activities with a customer focus in mind.
- Supply chain resilience – quantifying and minimising supply chain risks across all business operations.
- Information resilience – managing information throughout its lifecycle securely and effectively
- Long term viability
- Protecting reputation
- Improved financial performance
- Improved competitiveness by minimising disruptions
- Operational efficiencies
- Reputational risk (e.g., on-site accidents, non-compliance)
- Threats to information security

### Diversity of Leadership

The Group's leadership will continue to develop to recognise the value and benefit of diversity.

### Employee Compensation

The Group believes that all employees are compensated in line with market rates.

### Lobbying and Political Contributions

The Group makes no contributions to political organisations.

### Ownership Structure

The Group is owned by members of the Casey Family and a Trust.

### Tax Transparency - Compliance Policies

The Group makes every effort to fully comply with all applicable tax legislation. Policies and procedures are modified as appropriate as new tax legislation is introduced.

### Audits

All companies within the Group are audited by independent auditors, DTE Business Advisors. Audit reports are unqualified, tax liabilities are fully identified and payments made to HMRC within standard/appropriate timeframes.

### Tax Reviews

DTE and HMRC periodically review the Group's tax compliance.



Peter and Chris Casey



**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*

