

CARDO

InTouch

Staff Newsletter

Edition No. 8

April 2026



A message from Liam



Over the past few months, Cardo has continued to grow into a sector-leading business. We've strengthened our operational and support services' leadership teams, ensuring our day-to-day delivery remains in the hands of experienced leaders, while providing our frontline teams with the support they need.

Cardo has continued to expand, welcoming new businesses into the Group: building maintenance and refurbishment specialists Trident, and roofing maintenance and repair providers Faskin Group. Both strengthen our capability and broaden our offer.

We've also seen strong progress across our contracts. I'd like to thank our teams who are working on the mobilisation of several high-profile contracts, including Amey, NHC, Albyn, and the Educational Authority of Northern Ireland.

We continue to receive vast amounts of positive feedback from our clients, which is enjoyable to receive. A recent example from Slough Borough Council praised the successful delivery of Garrick House, highlighting the standard of design and finish and recognising the dedication of our teams in delivering for residents. Likewise, Blaenau Gwent Council delivered some glowing feedback that is a testament to the pride and professionalism across the business.

Alongside this, our social value delivery continues to make an impact. In the past year, we've delivered over 6,000 hours of community projects and over 26,000 volunteering hours, while supporting over 100 apprenticeships and creating or sustaining over 200 local full-time roles. Through investment, school engagement, employability support, and a strong focus on local spend, we're helping to build stronger, more resilient communities wherever we operate - which is now across the whole of the UK & Ireland.

The launch of TIER Learning marks a major step forward in how we support development across the business. This new platform makes tailored learning more accessible and will continue to evolve, with personalised pathways and improved tools for all colleagues. As a thriving business, we want to provide as many career development opportunities as we can.

Moving further into 2026, our focus remains clear: continue investing in our workforce, strengthening our social value impact, and keeping our people safe, while delivering high-quality services that make a real difference. We also continue to shape our ESG strategy, ensuring we build a business that's not only successful, but responsible and sustainable for the future.

Thank you for your continued commitment and the role you play in our success. I'm proud of what we're building together, and you should be too.

Liam Bevan

We are pleased to share with you that our co-founder and Chief Operating Officer, Jane Nelson, is taking up the new position of Executive Chair



What this means for our strategy

In her new role, Jane will step back from day-to-day operations to focus on our long-term strategy and governance. She will work closely with the Board as we grow to ensure Cardo continues to be a well-governed leader in service excellence.

What this means for our organisational structure

We have strengthened both our operational and support services' leadership teams to support this transition.

This investment ensures that our day-to-day delivery continues to be led by senior experts who are close to our clients, residents, and colleagues, while providing our frontline teams with the robust infrastructure and support they need to succeed.

A message from Liam Bevan, CEO:

"Jane has been instrumental in building the teams, the business, and the values we have today. Her move to Chair means we will all continue to benefit from her unmatched experience and sector insight as we focus on the next stage of Cardo's journey."

A message from Jane Nelson, Chair:

"I'm incredibly proud of everyone at Cardo and the organisation we've all built under Liam's leadership. I want to thank every one of you for what we have achieved so far. I look forward to supporting the team from the Board as we continue to grow, focus on delighting our clients and residents and take the business forward."

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Human Resources

A huge congratulations to **Jordan Thomas**, who has been promoted to our Lead Recruiter. In his new role, Jordan will manage the Recruitment Team, working closely with Hiring Managers to attract new team members to Cardo in support of our ambitious growth plans.



Well done Jordan!
We look forward to seeing you thrive in your new role

Wisdom Wellbeing

Don't forget that as a Cardo employee, you have full access to all the information, support, and services provided by the **Wisdom Wellbeing** app.

Wisdom has excellent advice, guidance, and counselling services available 24/7, as well as its own wellbeing tracker - an easy, interactive way to track your lifestyle habits and help you make positive wellbeing improvements.

Wisdom's **Bright EX** benefits and discount platform also offers lots of free resources, as well as cost-saving offers and promotions, all regularly updated.

If you haven't already done so, download the **Wisdom Wellbeing** app - the Cardo code is **MHA268087**.

Contact askhr@cardogroup.co.uk if you need any help.



Welcome to the team, Ellie!

We're pleased to introduce **Ellie Mullane**, who recently joined us as our new Recruitment Specialist.

Ellie brings over five years of recruitment experience, adding valuable insight and expertise to our internal hiring efforts. She will be working closely with teams across Wales & West to support recruitment needs and help attract the right talent to drive our continued success.

Cardo Referral Scheme

We're always looking for great people to join the Cardo team. All current vacancies are advertised on our Careers page, and we offer a **£500** referral bonus for every successful recommendation. If you know someone who would be a strong fit for Cardo, please contact the recruitment team!

Cardo Champions

Celebrating the employees who embody our TIER values through their dedication to Cardo and the integrity of their work.

A huge congratulations to all our December, January and February Champions on their well-deserved recognition, and thanks to everyone who submitted a nomination.

Our December Champions:

South & Central – Charlotte O’Connell, Customer Solutions Centre Manager

Wales & West – Caryn Hagon, Commercial Contracts Manager

Group – Olalekan Bakare, IT Support Assistant

Scotland – Ross Gracie, Site Manager

Ireland – Aidan Hurley, General Manager

Our January Champions:

South & Central – Duncan McFeat, Repairs Supervisor

Wales & West – Andrew Coles, Buyer

Group – Sukhy Virdee, Digital Learning Manager

Scotland – Kaleigh Brannigan, Resident Liaison Officer

Ireland – Caoimhe O’Brien, Executive Assistant (Compliance)

Our February Champions:

South & Central – Gracie Goldsmith, Planning & Logistics Coordinator

Wales & West – William Margetson, Carpenter

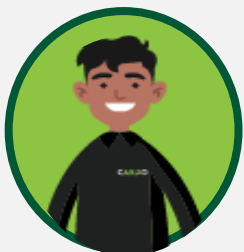
Group – Atharva Mulay, Data Business Analyst

Scotland – Alex Hampson, Site Manager

Ireland – Barry McLernon, Gas Engineer

...and a special shout out to a Mystery Champion!

At around 1pm on Weds 11th February, in the Newport Road Morrisons car park, an unnamed Cardo operative supported an elderly couple whose Kia Picanto had broken down. They rang the office to pass on their thanks and praise – a special mention to whoever you are!



Human Resources



Electric Vehicle (EV) Salary Sacrifice Scheme

Thank you to everyone who completed the Electric Vehicle (EV) Salary Sacrifice Scheme survey - we appreciate your valuable feedback. 113 colleagues indicated they would consider joining an EV scheme within the next 12 months. Given this, we now intend to roll a scheme out and will be working with our chosen provider, **Ayvens**, to formalise the arrangements.

We remain committed to continually reviewing and enhancing our Cardo Benefits offering, and we are grateful to everyone who contributed their views. We will be reviewing our benefit arrangements again in the autumn and will roll out further initiatives in early 2027.



Tool Voucher Scheme

Toolstation has been highlighted as a key partner for our Tool Voucher Scheme. With over 550 branches and stocks of over 25,000 products, the company is well placed to support this initiative.

Eligible team members will receive details of how to set up their personal Toolstation account and access the £250 for use against the purchase of tools in April. Further details will be issued after Easter, along with a step-by-step guide to setting up your account and using your personal tool allowance.



Cardo Insights Survey 2026

Last year, we launched our first company-wide employee survey, **Cardo Insights**, and the feedback you shared has directly informed several improvements and actions.

We will soon be launching the 2026 Cardo Insights Survey. Your feedback is essential in helping us understand what's working well and where we can continue to improve, and we will share further details in due course.



HR Systems and Processes

As we scale, we are continually reviewing and improving our HR processes. With the ongoing development of **Tier People**, we are increasingly using the system to enhance our ways of working and strengthen HR delivery. Over the coming months, our focus will be on optimising Tier People and streamlining its processes to make them as efficient as possible.



Cardo Benefits Framework

We would like to remind you that Cardo provides life assurance cover for all employees, ensuring your loved ones receive financial support in the event of your death. If you wish to nominate beneficiaries, we will be carrying out an exercise throughout April and May to collect the necessary details for your personal file.

TIER LEARNING

L&D PORTAL

Learning and Development



TIER Learning Official Launch

Our new Learning Management System, **TIER Learning**, went live for all Cardo employees in February - a major step forward in how we learn, work, and develop together.

Over recent months, the Learning & Development team has been working behind the scenes to bring you an intuitive, modern platform to support your development. The result is a flexible LMS designed to make learning more accessible, personalised, and engaging for everyone.



What's New?

- A clean, user-friendly interface which makes it easier to discover courses, track your progress, and access resources
- A richer library of content, including bite-sized learning, mandatory training, professional development courses, and leadership modules
- Self-service dashboards empowering you to take ownership of your learning journey



What's Next?

- Personalised learning pathways, tailored recommendations based on your role, skills, and development needs
- Self-serve reporting for Line Managers, who can now view their own and their team's progress directly within TIER Learning

If you have any questions or need support, the **L&D Team** is here to help. Join our TIER Learning Q&A drop-in sessions, **every Thursday at 10:30am**.

Learning and Development

Introducing Nick Bowen, Head of L&D



"

I'm really pleased to be here and looking forward to working with teams across the business and playing a part in Cardo's ongoing success.

"

L&D Update – Supporting Our People at Cardo

Over the past few weeks, we've been taking a fresh look at how Learning & Development supports our colleagues across Cardo. Our focus is simple: **making learning more relevant, more efficient, and easier to access, so it genuinely supports people in their roles.**

What we're working on:

- **Streamlining mandatory training** to ensure it's focused on what really matters for each role
- **Improving induction**, with a stronger focus on who we are as a business, our values, and how we work
- **Making better use of our systems** to reduce admin and make booking and accessing training simpler

Why this matters

We know time is valuable, especially for our frontline teams. Our aim is to reduce unnecessary training, while ensuring everyone has the right knowledge and skills to do their job safely and effectively.

What's next


Over the coming months, you'll start to see:

- Shorter, more focused induction experiences
- Clearer and more relevant training requirements
- Improved visibility of training and compliance across teams

We'll continue working closely with teams across the business to make sure what we deliver genuinely supports you day-to-day.

Learning and Development

National Apprenticeship Week

From 9-15th February, we celebrated National Apprenticeship Week across Cardo - spotlighting our apprentices, their achievements, and the value they bring to our organisation. Catch up on the highlights over on our LinkedIn page - @CardoGroup 



Owen first joined us for an industry placement in 2023, working alongside mentors like Jitesh, who’s passionate about passing on both trade skills and customer confidence. This inspired Owen to start his apprenticeship journey with Cardo in 2024.

With support from his mentors, Owen is thriving in a hands-on, fast-paced environment and learning from a brilliant team. 🙌

“The apprenticeship had such a wide variety of trades to learn from, and it really pushes you to want to go further in the construction industry. That’s why I’d recommend it to others, so they can grow and succeed in their career.”

- Megan, Multi Skilled Operative



Digital Learning – Coming Soon

Social Housing Consumer Standards

With tenant safety and service quality at the forefront of new UK consumer standards, Cardo has partnered with tenant engagement experts **TPAS** to develop two bespoke online modules to help build awareness and understanding of our duties and responsibilities:

- **L1: Social Housing Consumer Standards – Awareness**
- **L2: Social Housing Consumer Standards – Action and Support**

Workplace GPT Training

Generative AI tools like ChatGPT are transforming the ways in which we work. To help us use these tools safely, ethically, and effectively, we’re developing a bespoke **Workplace GPT** online training module – more details to follow soon.

Marketing & Communications

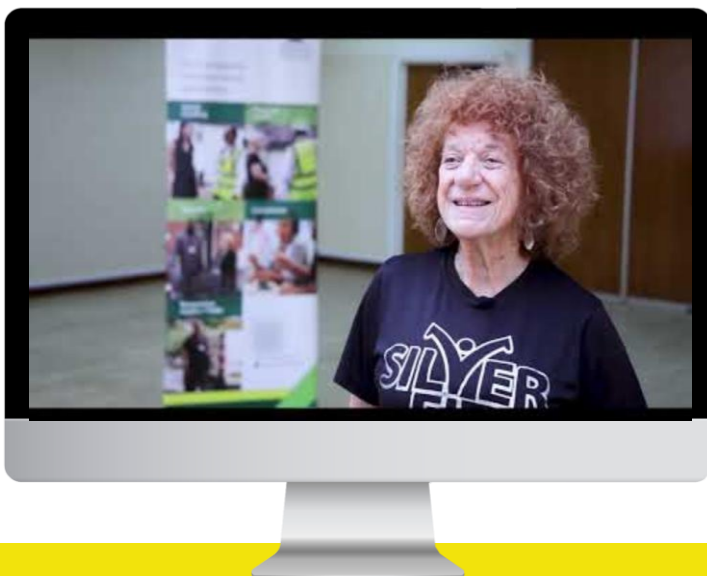
Over recent months, we've produced a wide range of materials, including social value impact reports, retrofit brochures, and service-specific flyers. We've also been able to translate our resident packs and brochures into multiple languages, ensuring we remain inclusive and accessible to the communities we serve.

We've been proud to support the mobilisation of new contracts, creating tailored materials and dual-branded assets with our partners to help ensure a smooth and professional introduction to residents and stakeholders.

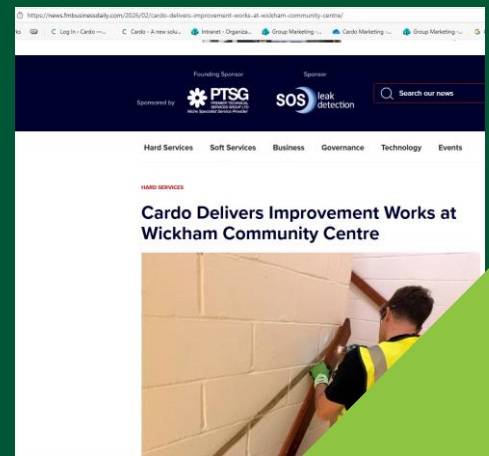
A major milestone for the team has been supporting the launch of our new business management system (BMS), which included the rebranding of over 600 documents. This was a significant piece of work, and one which will now help bring greater consistency and clarity to how we communicate across the business.

Beyond this, we've supported a wide range of events with stand designs, roller banners, merchandise, social media content, and printed materials, helping teams make a strong impact both internally and externally.

Our campaign work has also expanded, including support for the Fleet team to communicate new processes, and working closely with the Business Development team on its ORP funding campaign through brochures, case studies, and press activity. We also supported the Dacorum Borough Council strategy meeting with a full suite of materials, including posters, videos, colouring books, and presentation slides.



We're creating more digital content - check out our latest video showcasing the impact of social value with Kingston Borough Council!



Marketing & Communications



 A sneak peek of the new website!

Looking ahead, we're currently developing campaigns focused on fire safety, retrofit, and roofing; all key areas for our business to grow.

We're also increasing our use of video content, which will complement our written materials and enhance engagement across our channels.

Finally, we're excited to be launching our new website in the coming weeks; a major step forward in how we present Cardo and connect with our audiences.



Fleet Services

We recently partnered with **Activa** as our new Fleet Management service provider, to help improve how we look after our vehicles, reduce downtime, and provide better support. This change makes it easier for company van and car drivers to get help with any vehicle issues, meaning faster responses and less downtime.

What Activa Now Manage:

- Out-of-hours and urgent support
- Booking services, repairs, and MOTs
- Breakdowns and roadside assistance
- Tyre replacements and puncture support
- Windscreen and glass repairs/replacements
- Accident reporting and repair management

For more information, contact the Fleet Team:

Email: fleet@cardogroup.co.uk

Phone Activa directly: 01446 737 386
(Option 5, then Option 1)



CARDO

For all your Cardo vehicle needs, scan here:



AI Audits, MOT, Service, Driver Handbook, Tyres and Maintenance



Business updates



A New Addition to our Team

On 9th January, **Gunfire** officially became part of our South & Central team, marking the beginning of an exciting new chapter for all of us.

This move brings our specialist Fire Safety expertise into a wider family of services, strengthening Cardo Group's commitment to safer homes, stronger communities, and high-quality resident support.

Tom Laws, Divisional Director (Fire Safety);

"Thank you for the warm welcome we've already received. Joining Cardo Group gives us the platform to grow our capability, expand our impact, and continue delivering work we're proud of. Together, we're stepping into the next phase with ambitious plans, enhanced resources, and a shared drive for excellence.

We're looking forward to what comes next, building on our strengths, contributing to Cardo Group's vision and achieving even greater success as part of the team."



Business updates

Celebrating New Contract Wins:

£10.8m – Responsive Repairs & Maintenance, Cardiff Council (Wales and West)

£1.27m – EWI Replacement to 3no–5-storey blocks, Cheltenham Borough Council (Wales and West)

£400k – Builders Work & Glazing (27 SFA), Amey DIO Wales (Wales and West)

£5.41m – Compliance Services (Gas & Electric), Albyn Housing Society (Heatcare)

£6m - Periodic Electrical Inspection and Testing to Domestic Properties - Radius Housing (Cardo Ireland)

A New Chapter of Growth for Cardo

Cardo has officially welcomed **Faskin Group** and **Trident** into the business, an important step in strengthening our services and expanding our capabilities.



Looking ahead

The addition of Trident and Faskin Group into Cardo creates new opportunities for development, innovation, and collaboration. Most importantly, it helps us deliver a smoother, more reliable experience for the residents and clients we serve.

We're excited to welcome our new colleagues and continue building a stronger Cardo together.

What this means

- **More capacity:** Additional teams and skills to support repairs, maintenance, and project delivery.
- **Better resilience:** Greater coverage during busy periods and improved consistency across regions.
- **Stronger expertise:** Both organisations bring specialist knowledge which enhances our technical and resident-focused work.
- **Growth with purpose:** This move supports Cardo's long-term commitment to quality, safety, and community impact.

Welcoming Trident & Faskin Group



About Trident

We're pleased to announce that Cardo Group has acquired Trident Maintenance Services Ltd, a well-established provider of building maintenance, refurbishment, and improvement services across England and Scotland.

Trident delivers planned maintenance across a wide range of sectors – from social housing to education and to commercial projects – with a strong reputation for consistently high standards and technical expertise.

Welcoming Trident into Cardo Group further strengthens our national footprint and regional capabilities across England and Scotland, while also creating additional opportunities for employment, training, and skills development both within Trident and across the local areas.

About Faskin Group



We're pleased to share that we have acquired Faskin Group, a well-established roofing business based in Paisley, Scotland. By welcoming Faskin into Cardo, we strengthen our ability to deliver specialist roofing works across Scotland and add their dedicated and highly skilled local workforce to the team.

Founded in 2010 by Frank and Karen O'Hara, the business brings more than 50 years of combined industry experience and a strong, trusted reputation for excellence.



Health, Safety and Environment



2025 was a strong year for Health & Safety, marked by the launch of several new initiatives to enhance the safety and wellbeing of our employees and subcontractors.

A key achievement was the introduction of **EcoOnline**, our new accident and incident reporting platform, which is now being embedded into our working systems. EcoOnline provides real-time notifications to the Health & Safety team and department managers, enabling swift, informed action when incidents occur. Since launching, 142 hazards and near-misses have already been shared with the Health & Safety team – an incredible response which shows the commitment of our teams to keeping workplaces safe.

Looking ahead, 2026 will see the introduction of a new lone-working app, ensuring colleagues operating in isolated environments feel confident that Cardo is prioritising their safety even when working alone.

We will also continue strengthening our commitment to PPE standards through 2026. We aim to keep our already comprehensive PPE packs relevant and effective, and make improvements where opportunities arise.

Last year, we established our first group-wide view of emissions across Cardo and will be updating this in 2026 to include our newer acquisitions, ensuring we continue to build an accurate picture of our environmental impact.

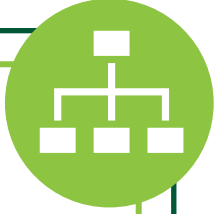
Landfill diversion has remained above 95% throughout the year, with recycling rates around 90%. This equates to around 60 tonnes of CO₂e avoided through strong landfill diversion practices over the year - comparable to the carbon absorbed by around 2,500 trees over the same period. We now have a live dashboard to help us keep track of waste performance across our sites and spot opportunities to improve.

We have also been investing in skills, with Resident Liaison Officers training to become Retrofit Advisors so they can better support residents.

Concerning fleet efficiency, emissions per mile improved by around 18% between January and February. We are also developing a travel emissions forecasting model, to be piloted the coming months, to help us better understand travel patterns and identify ways to reduce mileage. Additionally, Electric vehicle trials have started across site offices in the Cardo South region, with around 30% of the Kingston fleet taking part in the initial phase.

We also continue to make steady improvements to the quality and completeness of environmental data, particularly around client related Scope 3 emissions. This has enabled us to provide more tailored sustainability reports to clients, helping in supporting them to achieve their Net Zero goals.

Recycling
Rates
90%



Quality and Compliance - QAC

Leadership Update: Group Health, Safety, Environment, Quality, Compliance & Business Assurance

We have introduced a new leadership structure across our Group Health, Safety, Environment, Quality, Compliance, and Business Assurance functions, strengthening the alignment between operational delivery and our commitment to high standards of safety and assurance. As of 1st March, **Andy Broadbent, National Operations Director**, took overall responsibility for Group Health & Safety and Compliance. This update ensures even closer integration between our operational priorities and the frameworks that keep our colleagues, customers, and partners safe.

As part of this change, **Brad Evans, Group Head of Health, Safety & Environment**, and **Alex McLean, Group Head of Quality, Compliance & Business Assurance**, will now both report directly to Andy.

This new structure brings our operational and assurance teams into even closer collaboration. This will help us continue to deliver safe, compliant, and consistently high-quality services across the Group, and we look forward to seeing the positive impact this strengthened alignment will bring.

From a compliance perspective, it has been a delight that business strength has increased in the area of Gas & Electrical, where during 2025 **CTS** have complimented the acquisition of **HeatCare**, and the successful contract wins where further electrical and gas resource have been welcomed into the business. This growth set us up in good stead for 2026, which has already proven to be exciting with the acquisitions of **Gunfire, Faskin Group**, and most recently **Trident Maintenance Services**. The acquisition of Gunfire in particular has further strengthened our compliance offering to clients, specifically in Fire Safety across the UK.

Strengthening Our Operational & Compliance Performance

2025 saw our operational delivery capabilities and services grow, however what is most impressive is the way in which excellent operational delivery coupled with outstanding customer service has been maintained.

During 2025, we were audited across Cardo South, Wales & West, and HeatCare by **Gas Safe**. All three business areas performed excellently, passing with flying colours.

HeatCare and Cardo (South) continue to score highly from external gas auditing companies employed by our clients, further demonstrating our excellence in everything that we do.

Quality and Compliance - QAC

We have removed all our NICEIC accreditations from our varying Cardo subsidiary businesses and amalgamated them into one Group accreditation. This provides us with essential cross covering of business areas and brings together an array of excellent Electrical Qualifying Supervisors and Managers into one technical team. This will be further complemented by the addition of Cardo (Scotland) in the coming months.

Cardo (Wales & West) achieved OFTEC status to install, service and maintain Oil fired boilers and heating systems

We have also achieved ISO 9001, 14001 & 45001 accreditation for Cardo Group and its subsidiary businesses into one accreditation and further expanded this across to Cardo (Scotland) in January. We also extended our ISO scope to cover fire safety works, following the integration of our colleagues from Gunfire, in March 2026.



Internal Training

Our compliance teams have worked tirelessly to produce internal training programmes. The introduction of an EICR training programme aims to act as a refresher course for our qualified electricians, while also providing some much-needed support and guidance for the up-and-coming electricians within our business.

The recently amended Gas Regulation 8 e-learning training module is now live, and is available for all operational staff with access to the L&D system. We have also recently completed a training module around the equipotential bonding of gas mains to assist our electricians and gas engineers, and avoid unnecessary visits when gas services are being carried out.

These internal training platforms allow our business to stand out against competitors, and also provide essential CPD-type training for our teams.

Quality and Compliance - QAC

Building a Best-in-Class Business Management System

A highlight of 2025 (and going into 2026) has been the progress made on our new Business Management System. The creation of a unified document library, new governance framework, standardised procedures, and compliance alignment will modernise how we operate as a Group. This project sets the foundation for future accreditations, enhanced performance monitoring, and consistency across all subsidiaries. Thank you to everyone who is continuing to support the policy.

Group Compliance Team

2025 has seen growth within the Group Compliance team. The introductions of **Rob Allsopp (Compliance Manager)**, **Harry Bishop (Gas Compliance Manager)**, and **Conor Boys (Group Electrical Compliance Manager)** have significantly strengthened the support we provide across the business.

Rob has been carrying out disaster recovery audits as well as reviewing our PAS 2030 processes, looking at how we can align businesses together for a more efficient and collaborative way of working.

Conor has been busy with delivery of the internal EICR Training Programme, identifying skills gaps and training requirements across the business, centralising electrical calibration and reviewing our MCS processes.

Harry has been instrumental in maintaining 100% compliance on gas servicing on the RBK contract, supporting the operational team, the contractor, and the client. He has also been reviewing the gas and gas reg 8 policies, procedures, and general documents, as well as the training programmes.

We would like to thank you all for your continued efforts. Your hard work, commitment, professionalism, positive attitude, and dedication have been greatly appreciated and make us who we are today.

IT and Analysis

Project Milestones and Success Stories

Over the past month, the IT function has continued to support multiple business-critical initiatives across systems, infrastructure, and transformation projects. Collaboration across all three IT areas - Systems, Infrastructure, and PMO/BA - has ensured continued progress against delivery timelines, system improvements, and integration activity supporting the wider business.

New Starters

A warm welcome to two new members of the IT team:



Craig Jack,
Business Analyst

Craig joins us as a Business Analyst supporting the Scottish region. Craig will play a key role in supporting our businesses across Scotland, ensuring a smooth transition from an IT and systems perspective.

We look forward to the value both John and Craig will bring to ongoing and future initiatives.



John Hinds Nelson,
Systems Administrator

John joins Gavin's team permanently as Systems Administrator, having supported the business for over 12 months as a project resource. We're pleased to officially welcome John to the team.

IT and Analysis



Social Value Activities

As well as the school engagement sessions our team has helped deliver (see p38), we continue to explore opportunities to support early careers, skills development, and community-based digital awareness programmes. Further initiatives are currently being planned, and updates will be shared in future editions.

Behind the Scenes Insights

Behind the scenes, the IT Systems, Infrastructure, and PMO/BA teams continue to work collaboratively to:

- Enhance system performance and stability
- Support business change programmes
- Deliver new technology capabilities
- Strengthen security and infrastructure resilience

This joined-up approach ensures that operational delivery, transformation activity, and future innovation remain aligned to business priorities.

If you'd like further detail on any of the updates above, the IT team are happy to provide additional insight.

Get To Know You



Helen Tuohy, Repairs Supervisor, Cardo South (Slough)

To celebrate International Women's Day on 8th March, we reached out to our female workforce across the Group to hear their stories. **Helen Tuohy**, Repairs Supervisor from the Slough team, volunteered to answer a few questions...

What made you choose construction as your career?

I was a RLO and progressed into the industry.

What's the biggest challenge you've faced as a woman on site?

Managing men who have been in the industry for a long time, and gaining their respect.

What's the proudest moment of your career so far?

Gaining the respect from the team I manage, which consists of 22 Operatives, four Apprentices, and multiple work experience. Also, being a confidant to all as a Mental Health First Aider.

How do you inspire other women to join construction?

By leading by example, and proving that women can succeed in a male-orientated industry.

What does International Women's Day mean to you?

Empowering women, to look beyond their comfort zones, and strive to be equal to men in the construction industry.

What's something on site that always makes you laugh or smile?

The camaraderie and rapport we have as a team.

If you could bring one tool to a deserted island, what would it be?

A utility knife!

And if you haven't already, make sure you check out our **Women in Construction Week** and **International Women's Day** campaign posts on LinkedIn.

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Inspiring Women in Construction

"A challenge I - and a number of my female colleagues have faced - is the belief that a woman doesn't know much about construction. This is something we've all had to push through. We are overcoming this."

Jennefer-Rose, Customer Service Advisor

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Inspiring Women in Construction

"Some people believe that working in construction means physical strength, and that it's unsuitable for women. I prove them wrong!"

Daisy, Carpenter/Joiner, Canterbury Voids team

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Inspiring Women in Construction

"I'm passionate about improving people, processes, and property. I joined WISH as I see it as a perfect fit to build further relationships in the industry."

Fin Walker, Account Manager and WISH board member

CARDO



Inspiring Women in Construction

"Women are capable of working in construction. I believe we need a lot more of them than we have, and that they should be accepted as part of a team."

Sam, Assistant Quantity Surveyor

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Inspiring Women in Construction

"One challenge I - and a lot of my female colleagues - have experienced is being underestimated in technical conversations. I've learnt to overcome this by providing data-led insights, and being confident in my expertise."

Tanishqa Biswas, Sustainability Advisor

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Inspiring Women in Construction

"I'm passionate about strong female leadership within social housing. I believe greater representation at senior level is key to shaping a more inclusive, collaborative, and forward-thinking sector."

Serena Hylands, Managing Director, CTS

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Inspiring Women in Construction

"By raising the profiles of women in the construction industry, it will help encourage others to look into the opportunities that exist there."

Leisa, Voids Coordinator

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Inspiring Women in Construction

"WISH Board members guide strategy, manage events, and foster networking. It's a really rewarding experience, where we get to learn from other women in the sector."

Alana McCarthy, Director of Partnerships and WISH board member

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International Women's Day

Empowering International Women's Day Inspiring Women in Construction.

At Cardo, we empower women to grow, lead, and succeed.

#InternationalWomensDay
#WomenInConstruction #IWD2026

“

I am continually inspired by the women at Cardo, and from across the whole sector, who work hard to drive the excellent service delivery our residents and customers deserve.

**Jane Nelson,
Executive Chair**



Wales & West Team Spotlight

Cabinet Secretary Visits Newland Way Retrofit

To celebrate the completion of our Newland Way retrofit project, our team hosted an event with **Monmouthshire Housing Association** on 16th March, which was attended by Jayne Bryant, Cabinet Secretary for Housing and Local Government. Jayne said:

“This is exactly the kind of project that the Welsh Government's Optimised Retrofit Programme was designed to support, and it shows what can be achieved when housing associations, local councils and contractors work together.”

“We want every social home in Wales to be warm, safe and fit for the future, and projects like this bring us a step closer to that goal.”

This £1.2 million contract was backed by over £400,000 from the Welsh Government's **Optimised Retrofit Programme**, and involved a range of works across 14 two-bedroom apartments. These included solar PV installation, ventilation improvements, and external and loft insulation upgrades, leading to an energy efficiency increase of the homes to the top EPC rating of A; a case study which truly showcases our ORP retrofit capability.



Wales & West Team Spotlight

Delivering Our Cornwall Housing Contract

Our **Cornwall Housing** contract provides a comprehensive range of property services across 3,230 homes in north-east Cornwall, covering 522 square miles. Our service provision includes responsive repairs, larger reactive works, void refurbishments, planned maintenance, component replacements, disabled adaptations, and environmental improvement works. This contract plays a key role in ensuring homes remain safe, compliant, and ready for residents, while supporting Cornwall Housing's long-term asset management and service delivery.

What This Contract Means

Our partnership with Cornwall Housing represents a significant operational footprint for the south-west team, strengthening our presence in the region and supporting steady growth through a diverse range of service streams.

The size and complexity of the contract, which spans a wide geographical area and multiple disciplines, requires a robust, well-coordinated delivery model. Maintaining operational efficiency, strong communication, and a right-first-time approach is central to performance while delivering an excellent resident experience. With continued focus on quality, productivity, and responsiveness, our contract offers strong potential for long-term commercial and reputational benefits.

Key Highlights

- Broad scope: responsive repairs, larger reactive works, voids, planned maintenance, component replacements, disabled adaptations, and environmental improvements
- Ability to draw on our wider capabilities across compliance, fire safety, roofing, retrofit, and customer engagement
- Ongoing enhancements to quality control, customer communications, and service reliability
- Highlights our commitment to high-quality, resident-focused delivery

Wales & West Team Spotlight

Swindon Voids Contract

We are pleased to be delivering the **Swindon Voids** contract, supporting the turnaround of vacant properties to a high standard, ready for new residents to move in. This contract plays a key role in helping reduce void times and ensuring homes are safe, compliant, and fit for purpose.

What This Contract Means

The contract continues to present strong opportunities for growth. We have been asked to take on additional voids beyond the original tender, creating a further 10 roles, bringing our total to 50 new jobs in the Swindon area via Direct Labour and subcontractor roles.

With this growth comes the need for a focused and efficient delivery model. Operating within tight margins means it is essential that works are completed right first time, with strong supervision and effective coordination across teams to maintain performance and profitability.

Key Highlights

- Expansion of the contract beyond initial tender, creating 32 new jobs locally
- Continued partnership in the social housing sector, strengthening our presence in the region
- Expansion of operational teams to support demand, including additional operatives and supervisory resource
- Improvement in quality control processes, including post-inspection procedures
- Commitment to reducing turnaround times and improving overall service delivery for residents

Wales & West Team Spotlight

Wales & West Renewed Our Longstanding Contract With Cardiff Council

Our team in Wales & West have won the **Cardiff Council** contract through a strong, community-focused bid emphasising quality and partnership. Here is a summary of its key points:

What This Contract Means

- Continuity and stability with familiar teams and consistent standards
- Investment in housing quality, community projects, and energy efficiency
- Stronger local partnerships with council and community organisations

Key Highlights

- Contract awarded for quality, value, and community impact
- Focus on resident engagement and transparent communication
- Commitment to sustainability and social value
- Strengthened partnership with Cardiff Council

South & Central Team Spotlight

Dacorum Contract Extension

Our team in South & Central has successfully renewed its contract with **Dacorum Borough Council**, strengthening our long-standing partnership and reaffirming our commitment to delivering high-quality repairs, maintenance, and resident-focused services across the borough.

What This Renewal Means

- Continued stability for residents through consistent service delivery and familiar teams
- Ongoing investment in quality, safety, and customer experience
- Strengthened collaboration between Cardo South and Dacorum Borough Council
- A shared commitment to improving homes, supporting communities, and delivering social value

Key Highlights

- The renewed contract ensures uninterrupted service for thousands of residents
- Cardo South will continue to deliver responsive repairs, planned works, and specialist services
- The partnership will place a strong focus on resident engagement, ensuring voices are heard and needs are met
- Both organisations will work together to deliver environmental improvements, energy-efficient upgrades, and community-focused initiatives

Ireland & Northern Ireland Team Spotlight

CTS Contract Win

Connect - Transform – Sustain (CTS), a Cardo Group company, has been awarded a new contract with the **Education Authority (Northern Ireland)** for Response, Planned Maintenance, and Minor Works (Building).

What This Means for Education Authority and Communities:

Reliable and Responsive Service

Residents and users of education facilities will benefit from consistent, high-quality maintenance and repair services.

Investment in Education Infrastructure

The contract supports the upkeep and improvement of a wide range of educational properties, enhancing learning environments.

Strengthened Local Partnerships

Cardo Group will work closely with the Education Authority and local stakeholders to ensure services meet community needs and priorities.

Key Highlights

- Contract awarded based on expertise, value, and community focus
- Covers a broad portfolio of education properties
- Commitment to sustainability and social value
- Partnership-driven delivery model

Scotland Team Spotlight

Amey mobilisation

The mobilisation of the Amey contract is well underway, led by Andrew Broadbent, National Director of Operations, and Brian Pettigrew, Managing Director (Scotland). The team is working collaboratively to ensure a smooth and effective transition, with regular weekly internal meetings in place to align priorities, track progress, and address any challenges promptly. In addition, weekly calls with Amey provide a consistent platform for open communication, enabling both teams to stay coordinated, share updates, and maintain momentum. This structured and proactive approach is helping to build a strong foundation for successful contract delivery from the outset.

Exhibition attendance at Chartered Institute of Housing (CIH) – Glasgow

Our team in Scotland attended the **Chartered Institute of Housing (CIH)** event in Glasgow on March 3-4, 2026. This annual event brings together housing professionals, policymakers, tenants, and stakeholders from across the UK and nationally.

What Our Team Did

- Represented Cardo Group at the CIH Scotland Housing Conference in Glasgow
- Joined discussions on sector challenges, innovation, and resident-centred service delivery
- Connected with housing professionals, local authorities, and partner organisations to share best practice

Key Highlights

- Insightful sessions on decarbonisation, damp and mould prevention, and improving repair outcomes
- Opportunities to collaborate with new partners across Scotland and the wider UK
- Positive conversations about strengthening community impact and supporting vulnerable residents

Scotland Team Spotlight

Heatcare

Heatcare, a Cardo Group company, is taking a creative and proactive approach to gas safety compliance. Residents of Albyn Housing Association and Grampian Housing Association who allow access at their first scheduled gas safety check appointment are entered into a quarterly prize draw, with the chance to win a £50 voucher.

Gas safety checks are essential for keeping residents safe and ensuring heating appliances remain compliant, efficient, and reliable. Regular servicing helps identify potential issues early, ensures systems are operating safely, and supports housing providers in meeting their legal gas safety responsibilities.

This initiative enables gas operatives to complete servicing at the initial visit, ensuring vital safety checks are carried out on time and with minimal disruption to residents. This proactive approach improves access rates, supports compliance, enhances resident safety, and contributes to better energy efficiency across homes.

R&J Construction

Following Greg Johnston's decision to step away from the business, we formally welcome Neil Alexander to the role of Managing Director at R&J Construction. Neil brings extensive experience in the construction sector and will work closely with Brian Pettigrew, (Managing Director, Scotland), to ensure the continued delivery of high-quality services across the business.

Together, they will provide strong leadership to support ongoing success for R&J's staff, clients, and subcontractors, maintaining a clear focus on performance, safety, and quality.

This transition does not impact existing contracts, appointments, or day-to-day operations. R&J's team remains unchanged and fully committed to upholding its strong reputation and standards.

Social Value



International Women's Day 2026 – Celebrating Women at Cardo Group Kingston

Our team in Kingston marked International Women's Day 2026 by celebrating the invaluable contributions of the women in its team ahead of time.

Each female staff member received a box of Ferrero Rocher chocolates as a small gesture of appreciation, recognising not only their professional expertise but also the resilience, leadership, and perspective they bring to the organisation every day.

The Kingston team came together for a group photo to commemorate the occasion, reflecting a workplace committed to championing women's achievements and promoting greater representation across the construction industry.



Spring Lane Neighbourhood Centre Refreshed Through Partnership

Our team in Canterbury recently partnered with **Canterbury College** and **Travis Perkins** to refresh the toilets at Spring Lane Neighbourhood Centre. The centre had been unable to update the space due to limited funding and capacity, so this small project made a meaningful difference.

Travis Perkins donated the majority of materials, and three Canterbury College students joined the work as part of their practical learning. Cardo coordinated the project and supported the students on site, ensuring everything was completed smoothly and at no cost to the centre.

Staff and residents shared how much the refreshed space means to them, bringing a lift to a well-used community facility. Barbara Munns, Neighbourhood Centre Team Leader, passed on thanks from the whole team and the local community.

Wickham Community Centre – Strengthening a Growing Partnership

Our team in Winchester recently completed a programme of improvement works at Wickham Community Centre, marking the start of a growing partnership with one of the district's most important community hubs. After meeting with the centre's leadership, we identified priority areas where our team could offer practical support to help strengthen the services the centre provides for residents of all ages.

Across three days, our operatives delivered a series of upgrades, including bespoke office storage built by Kamil and Aaron to create a more welcoming reception space, and essential repairs to the rear path by Tom and Rebbie to improve safety and access for volunteers and older residents. Additional electrical, plumbing, and carpentry tasks were completed by Louis, Jay, Joey, and Aaron, ensuring the centre could operate more smoothly day-to-day.

Our support also extended to the centre's Christmas Fair, where Cardo donated raffle prizes and Daniel helped run the stall, raising funds for vital community programmes. We are proud to continue building this partnership into 2026.

As Centre Manager Kate English shared, *“Cardo have made a real difference to our community centre... They were a pleasure to work with: friendly, efficient, and always willing to help.”*



Young Enterprise NI Community & Social Value Collaboration

Our team in ROI & Northern Ireland - CTS recently partnered with **Young Enterprise NI (YENI)** to support their **NI Market Event** at Rushmere Shopping Centre, Craigavon.

Our Director in ROI and Northern Ireland, **Kieran Adams**, and **Amanda**, Assistant Director within our NIHE team, attended as judges for the day. The event brought together Year 12 students from local schools, each showcasing their own student-led business as part of YENI's *Company Programme*. This initiative gives young people the chance to create, manage, and trade a real business while developing essential skills such as teamwork, communication, problem-solving, financial awareness, and entrepreneurship.

Kieran and Amanda spent time speaking with the students, hearing about their business journeys, and offering practical guidance drawn from their own professional experience. They also judged the stalls, selecting the best overall business based on creativity, presentation, commercial awareness, and teamwork.

This collaboration strongly supports our social value priorities, including:

- Supporting young people into education, skills, and employment
- Encouraging enterprise and entrepreneurship
- Strengthening links with local schools and communities
- Sharing industry knowledge to inspire future business leaders

Engaging with programmes like YENI allows us to give back in a meaningful way while helping young people build confidence, ambition, and transferable skills that will benefit them throughout their careers. We are proud to support initiatives like this and look forward to continuing our relationship with Young Enterprise NI.



Work Experience

Fareed, a final-year Business Studies student at **Cardiff and Vale College** and an aspiring Law undergraduate, recently completed a multi-department work experience placement at our head office. He was particularly interested in how legal principles operate within a business setting, and how compliance, governance, and commercial decision-making come together in practise. To give him a full picture of how the Group worked, Fareed spent time across a wide range of teams:



To round off his placement, Fareed completed employability sessions with Annemarie, including a mock interview and CV support to help prepare him for his next steps.

We wish him every success as he completes his studies and moves on to university.

Surveying – Maintenance: Learned how coding is used to price and manage jobs, and how works are tracked from instruction to completion.

Surveying – Projects: Gained insight into how projects are surveyed, costed and delivered, and the planning required.

Admin & Planning: Saw how jobs are received, allocated, and monitored to ensure efficiency and quality.

IT: Explored how new companies are integrated into the Group and how colleagues are equipped and supported with the right technology.

Accounts: Observed invoice processing, payment management, and how payroll supports both customers and employees.

Commercial: Spent time with the Commercial Director to understand strategic spending and commercial decision-making.

HR: Learned about onboarding, offboarding, and how colleagues are supported throughout their employment.

Learning & Development: Saw how job adverts are created, applications are reviewed, and vacancies filled.

Marketing: Was introduced to our branding guidelines and created a mock social media post for International Women's Day 2026, gaining insight into how all departments collaborate with Marketing.

Wales & West Volunteers

As part of our social value partnership with Working Options, these amazing volunteers from across our business have been offering their time at schools, helping students gain a better understanding of what their roles involve. It proved to be a very rewarding and worthwhile experience:



Ben Culverhouse, Marketing Executive

Sessions at Cardiff & Vale College, BTEC Marketing Students

"As a former teacher, I recognised this as a great opportunity to use my classroom skillset. The students were a lot older than my previous cohorts, but a big part of my marketing role is being able to adapt tone to suit different audiences; a challenge I really enjoyed. The students were great, really receptive and engaged, and I'm looking forward to our next sessions together, where I'll be helping them refine their interviewing and CV writing skills. I'd encourage anyone to get involved in the Working Options programme - if you're enthusiastic about your role and want to help others head down the same path, you'll definitely find it rewarding."



Oliver Cole, Trainee Quantity Surveyor

Session to Olchfa School, Swansea, STEM Students

"Taking part in the volunteering session was a fantastic experience. It gave me the opportunity to share my personal journey and show younger pupils that the construction industry can be a pathway for anyone, regardless of background. I was also proud to speak about why Cardo is such a brilliant company to work for, particularly in terms of its values, opportunities, and supportive culture. The session not only allowed me to hopefully inspire others, but it also helped me develop my own confidence in public speaking and communication. I would highly encourage colleagues to get involved in future sessions – it's a rewarding experience that benefits both the pupils and your own personal development."

Wales & West Volunteers



Tolga Zamur, Head of IT

Session to Cardiff & Vale College, Level 3 Computing Class

"Volunteering in the school session was a genuinely rewarding experience. Seeing young students curious about technology and future careers reminded me how important it is for us to share real-world insights. If we can help shape even one student's confidence or direction, it's absolutely worth the time."



Atharva Mulay, Business Data Analyst

Sessions to Gowerton Comprehensive School,
Computer Science Class & Cardiff & Vale College, Level 3 Computing

"Volunteering for these sessions has been incredibly rewarding - it's a great opportunity to share our experiences, inspire students, and give back to the community. I'd encourage anyone thinking about it to get involved - the impact you can have in a short session is genuinely meaningful."

Student Feedback

"The session has increased my self-belief and confidence".

"I feel better prepared to deal with challenges and adapt to changes in my future education"

"I feel better prepared to deal with challenges and adapt to changes in my future education or career"

If you'd like to volunteer to take part in the Working Options scheme, scan the QR code, or for more information, see the poster on the following page.



Volunteers Needed

(W&W)

Volunteer in Schools & Colleges

Inspire young people. Share your skills. Make a difference.

Why Volunteer?

- Help students explore career pathways
- Share your career journey and insights
- Support workshops on employability, creativity, and industry skills
- Strengthen our community impact

How to Get Involved

- Scan the QR code to register your interest

What's Involved?

- In person or virtual sessions
- Career talks & Q&A
- Employability skills workshops (teamwork, problem solving, presenting, networking)
- Creativity & innovation sessions
- Business challenges
- Taster days in the workplace

CARDO





Sustainability and Health & Safety Quiz!

Test your knowledge with our Health & Safety quiz! Send your responses to InTouch@cardogroup.co.uk – the first to correctly answer all five questions wins a £25 voucher. **Good luck!**

1. How well have we been keeping waste out of landfill this year?

- a. About 60% landfill diversion, with recycling at 40%
- b. We diverted half of our waste and recycled 30%
- c. Landfill diversion stayed below 20% all year
- d. Above 95% landfill diversion, with recycling around 90%

2. What one major benefit does EcoOnline give our teams?

- a. It automatically repairs equipment
- b. It stores documents and has optional alert features
- c. It sends real-time notifications for quick, informed actions allowing us to reduce risk
- d. It replaces the need for safety training

3. How many hazards and near misses have been reported since the new system launched?

- a. Over 200 reports so far
- b. 12 reports so far
- c. 142 reports so far
- d. Zero reports so far

4. What improvement did we see in fleet emissions at the start of the year?

- a. Emissions per mile dropped by roughly 4% from January to February
- b. Emissions per mile dropped by roughly 11% for the same period
- c. Emissions per mile dropped by roughly 18% for the same period
- d. Emissions per mile dropped by over 25% for the same period

5. What's the environmental impact Cardo achieved in the last 12 months with our current landfill diversion performance?

- a. No measurable environmental impact
- b. Avoiding around 60 tonnes of CO₂e – comparable to the annual carbon absorption of around 2,500 trees
- a. Reducing emissions equal to one hundred car trips across town
- b. Saving enough energy to power one hundred laptops for a year

Our Values

In each issue of *In Touch*, we'll be highlighting one of our TIER Values (Teamwork, Integrity, Excellence, and Respect).

This issue, our focus is on **Teamwork**: what it means, and why it matters.

t TEAMWORK

Teamwork is the collective ability to align individual strengths, perspectives and efforts towards a common goal; to support one another in exceeding expectations and drive ongoing success.

Throughout this issue, we're able to showcase just some of the amazing examples of teamwork we're so proud to demonstrate at Cardo - from delivering complex, challenging contracts and celebrating diversities to supporting and inspiring future generations to succeed in the industry.

Every one of these stories reflects not just what we achieve, but who we are, and what we are driving towards - together.

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TEAMWORK

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INTEGRITY

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EXCELLENCE

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RESPECT





We want your ideas!

Help us create the content that you want.

Do you have any suggestions for topics you'd like to see in our next edition of *In Touch*? Let us know!



LinkedIn: @CardoGroup

We encourage employees to follow us on LinkedIn and share professional, upbeat contributions about Cardo. Your unique perspectives and experiences are welcome, while ensuring the company's online identity is maintained. Positive social media use helps engage followers and promote a strong online presence.

How to update your LinkedIn profile:

- Go to your LinkedIn profile and click the pencil icon next to your current position.
- Update your company name to 'Cardo Group' from any previous affiliated companies.
- Ensure your job title, responsibilities, and skills remain relevant to your role within Cardo Group and include your Cardo division, e.g. David Smith – Trade Operative, Cardo Group.



Thank you for reading *In Touch*

Stay tuned for future editions of *In Touch* to discover more about our specialist services, meet our colleagues, and read important group news. We'll be sharing updates and valuable information that you won't want to miss. Whether you're interested in the latest industry trends, team and colleagues' achievements, or upcoming events, *In Touch* will keep you informed and connected.



Email us:
intouch@cardogroup.co.uk

