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July 8th

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Photo L-R: Mike Watret, Shaun Gibson, Leslie Ross, Karen Hazlett, Dave King, Steven Morrison

Staff hit the jackpot in Scotland's largest employee takeover

Bingo business is the first gaming company in UK to adopt employee ownership

TRUSTED employees at a 209-strong Scottish bingo business are set to bag a full house – as it becomes the country's largest and latest employee-owned firm.

The 10-venue Carlton Bingo chain has made the move to employee ownership following a positive rebound after the challenges and closures brought about by the pandemic.

With locations in Inverness, Stirling, Livingston, Dunfermline, Buckie, Elgin, Fraserburgh, Dalkeith, East Kilbride and Partick in Glasgow, the company has now put its shares into an Employee Ownership Trust [EOT], which will see its staff given a controlling stake in the business.

The four major shareholders Chris Barr, George Carter, Brian

King and Peter Perrins decided to transition the business into employee ownership after considering their succession options and acknowledging their staff's loyalty and commitment.

Finance Director, Leslie Ross, who has worked for Carlton for almost 30 years, highlighted the significant length of service dedicated to Carlton by many of the employees: "The combined company length of service stands at over 1500 years. We recently celebrated a 40 year service anniversary for one employee in Dunfermline. Carlton has a great culture that fosters commitment and long service."

(Continued)

Managing Director, Mike Watret took what he viewed as a temporary job upon graduating from Stirling University in 1991. Mike then went on to have a successful career with Gala Bingo and returned to Carlton 10 years ago.

Mike said: “I didn’t expect to be back here 30 years later. It’s a great job working with a great team of people.”

The company was hit significantly during the Covid crisis, with one club being closed for a total of 400 days.

Mike added: “We have recovered well from what was a challenging time. Eight of our 10 locations exceeded their targets for March and several are outperforming their 2019 results. This is testament to the hard work and loyalty of our staff who have done a sterling job in ensuring a safe and welcoming environment for our customers.

“If I had any doubts that this was the right way forward, they were banished when we delivered the news to the employees. There are challenges ahead, but with our great team here I’m confident that we’ll overcome them.”

Craig Oliver, who manages the Fife Leisure Park Club in Dunfermline is looking forward to working in Carlton as an employee-owned business. He says, “When I was initially told that the company had been sold alarms bells start to sound and fear of the unknown starts to kick in. However, learning of the movement towards an employee owned trust at all became quite exciting not only for me but my team of hardworking staff. I’m very pleased for everyone in the business to part of the future of the company. “



Ownership Associates worked with the directors on the programme of employee communication. Carole says, “It was a fabulous experience meeting many, many employees who are so loyal to their company and genuinely enjoy their jobs.

“The idea of employee ownership was largely unknown by most of the staff, but once explained, was recognised as a generous gesture by the former shareholders.”

The Carlton transaction is the 9th employee ownership deal completed so far this year by Lindsays, led by Douglas Roberts and Nimarta Cheema. Avondale Corporate oversaw the transaction.





Aberdeen firm opens door to a bright future for loyal staff

International Doors and Windows team in frame with employee-ownership

An ABERDEEN firm which supplies major construction operators across Scotland with the highest quality windows, doors, stairs, and manufactured doorsets has completed its move to becoming an employee-owned business, cementing its future in the North-East.

International Doors and Windows Ltd (IDAW), which was set up in 2006, is a market leading name across the nation's building industry supplying National House builders with high quality materials sourced locally, UK, and from suppliers around the world. They also continue to manufacture and supply large Timber Frame manufacturers with their quality doorsets.

Currently based at Mugiemooss Road in Aberdeen the company is looking to expand and grow its main operation in the coming months to a bespoke facility nearby. IDAW also operate in the central belt of Scotland and in the north of England from their offices and showroom in Cumbernauld.

The firm's main shareholders Garry Davidson and Scott Paterson agreed their own exit plan should focus on what was in the best interest of their staff and clients, they decided on an Employee Ownership Trust (EOT) to sell their shareholding.

Their move secures the future of the business in the long term and rewards a 12-strong team who – with the support of a large and strong contractor base - have contributed to the company's success.

Garry said: "This is a great business and I'm delighted how much we have achieved over the

years. As Scott and I looked ahead to retirement in the future, we were considering our options.

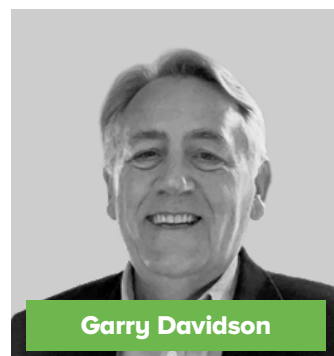
"A sale to a trade buyer was the most obvious option and would likely have delivered a more lucrative outcome for us as shareholders. But we knew that wasn't what we wanted. We have an amazing team here and some very sound customer relationships.

"By selling to an EOT we hope this will continue and the company will go on to even greater things under the stewardship of the staff."

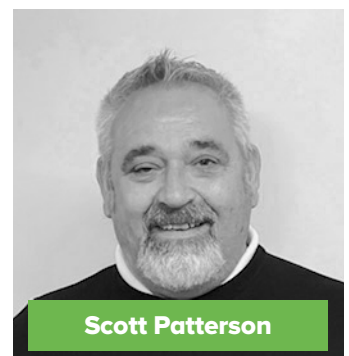
Scott said: "Some of our staff have been with us since Day One. By taking this route, we know the company will be in safe hands for the future. It really is the best outcome for all parties involved."

Azets provided accountancy advice on the transaction, and Blackadders were the legal advisers on the deal.

IDAW joins several successful employee-owned companies in the Aberdeen area such as Woollard & Henry, Accord Energy Solutions, Houlder Marine.



Garry Davidson



Scott Patterson

OAK News

We announced in February that **guitarguitar**, with 160 staff, were the largest Scottish based company to transfer to EOT ownership. Just a few months later, that position has been taken over by **Carlton Bingo** with their 209 staff members. It is so encouraging to see Scotland's larger firms choose to adopt what is a proven and successful business model.

The Carlton transaction was a fun project. As part of the communication plan, I participated in a "Roadshow" with some of the directors, visiting the various bingo halls across Scotland. It was simply amazing to hear how much employees love working at Carlton. Indeed, many had been there for 20 years' plus, and I had the great privilege of meeting an employee in the Dunfermline club who had worked for the company for 44 years. It was also good to see the genuine respect and affection the staff have for the company's leadership team. People are happy that the company is in safe hands and the future of the business is secured.

It was a similar story at Aberdeen firm **International Doors and Windows**. (IDAW) This is another company where most of the staff have demonstrated huge commitment to the business with many years' service- quite an achievement in Aberdeen where there is such a huge demand for talent. The employees were informed of the news at a company meeting and there was general relief that the company won't be sold to a third party and the team stays together. At the same meeting the new purpose built premises were revealed. It really is a new chapter for IDAW.

One of the challenges we have in the sector is quantifying the size and value of the employee-owned sector in Scotland. It was great to see Scottish Enterprise fund some research into the number of employee owned companies in Scotland. The EO Census commissioned by **Co-operative Development Scotland** gives a good insight into the state of play of employee ownership in Scotland. It will be interesting to see how we compare with the rest of the UK when the Employee Ownership Association release their annual figures at the end of this month.

You may well have seen the news that **Brewdog** is to give 5% of the company's equity to the 750 employees over the next four years.



This is a move that should be welcomed. It's always good to see those who help create the value in a business, i.e. the employees, have a share of it. However, it was difficult not to raise eyebrows at the claim that this 5% makes Brewdog an employee owned company. Indeed, 5% employee ownership doesn't qualify the company to count in the recent Scottish Enterprise Census! It has to be said, having been involved in employee ownership for more than 20 years now, that there is something very good about seeing a household name attach itself to "employee ownership." That's not something that would have happened previously. It may well be because now employee ownership is no longer niche or unusual, but more something to aspire to.

There is no EOT in Brewdog and without that, it's difficult to see how employees have any real voice or influence in the business. I'm not going to jump on the bandwagon of criticism that Brewdog have had to contend with in recent months. There can be no doubt they grew very quickly, and like many companies, lost a bit direction. They are trailblazers in how they crowdfunded a worldwide business located in rural Aberdeenshire. The whole Equity for Punks campaign grabbed attention. But employee-owned? Not yet, Brewdog. But if any of the major shareholders see this, I'm sure there are many employee-owned firms I could introduce them to that might encourage some wider sharing of ownership.

Just a reminder that there is Trustee Training on Friday 8th July – let me know if you want to join us. Quite a few registrations already. And speaking of registrations, remember all companies with an EOT or EBT must register with the HMRC **Trust Registration Service** by September 1st 2022.

Yours in partnership,

- Carole
01786 611066



New MD takes the wheel at campervan innovator

Employee-owned firm appoints new director as its co-founder steps back

Photo: Paul Kimberlin

A RENOWNED campervan convertor has brought in a new managing director after an intensive four-month search and screening process.

Paul Kimberlin has moved back to the UK from Canada to take the role at **Jerba Campervans**, taking over from co-founder Simon Poole, who moves to the position of Chair at the North Berwick firm, which has developed a UK-wide reputation for its bespoke VW Transporter conversions.

Paul's experience and expertise have been gained from leadership roles in major construction and engineering businesses, and Simon was careful in ensuring his values held consistent with those of the company he founded with his partner, Cath in 2006.

One of Scotland's most prominent employee-owned businesses, 15-strong Jerba has secured Living Wage and Fair Tax certifications, as well as being certified by the Good Business Charter. Last year Simon was awarded SME Director of the Year at the Institute of Director Scotland awards.

Paul, 45, was most recently MD of DY Concrete Pumps in Calgary, and prior to that has worked with Mecalac, Putzmeister Ltd and Lafarge.

He said: "It's a very exciting opportunity for me personally, but more than that, it's a very exciting time for the business, which has experienced constant growth since its inception.

"I already knew quite a lot about Jerba before my interview, but the more I found out about the business, the more excited I was to join.

The focus that the company places on the quality of its products, its services and the aftercare is exceptional and something I wanted to be a part of.

"What really began as a passion project for the founders has flourished into a very strongly positioned company, which has seen official accreditation from Volkswagen Commercial Vehicles as the only Motorhome Qualified Converter in Scotland. I'm looking forward to building on that legacy.

"It has been a great first month so far. The team is fantastic and have welcomed me with open arms, eagerly imparting their knowledge so that I have been able to get up to speed quickly – they are a really friendly team, but entirely focused and passionate about the business as well which is great to see."

Paul grew up in West Leicestershire and relocated to Canada for four years to work with DY Concrete Pumps. His trade and manufacturing background as well as his desire to move to Scotland and live by the sea, coupled with his personal love of the outdoors and campervans meant that Jerba was the perfect fit for him.

He added: "I'd never been involved with an employee-owned company before as all of the firms I have worked at have been larger, privately owned businesses. It is a great way to go and I think more companies should be following this route.

(Continued)

“The company already has a lot of great ideas and products lined up for the future which I am looking forward to help developing. One of the main projects we will be working towards is utilising the new range of electric vehicles from VW, and the integration of more environmentally-friendly processes and materials in our design for these vans.”

Speaking on the process of finding an MD, Simon said: “We are delighted to have Paul on board. He has a wealth of experience and a track record of success in growing businesses while keeping his personnel at the front of his mind.

“I’m really looking forward to seeing what the team can achieve with a fresh perspective leading it on.”

Jerba Campervans specialises in converting Volkswagen Transporter T6.1 Models and is officially recognised by Volkswagen as a converter of the model. In 2015, Jerba Campervans gained a patent for its unique pop-up roof, which it adds to all of its Volkswagen conversions.



Mediascape accredited with Good Business Charter

Audio-visual experts, **Mediascape Ltd**, has recently recently received the **Good Business Charter**. The Good Business Charter is a simple accreditation which organisations in the UK can sign up for, in recognition of responsible business practices. An organisation must meet all 10 commitments to receive GBC accreditation.

MD Niall MacDonald says, “We are delighted that our good business practices are recognised with this accreditation. At Mediascape we constantly strive to improve and add value to what we do and how we do it. We pride ourselves on our quality standards and the Good Business Charter reinforces our aim to be the best we can. And when you look at the other employee-organisations who have signed up to adhere to the good business elements, we are in excellent company!”

Other Scottish employee-owned firms accredited in the Charter include **Accord Energy Solutions**, **Collective Architecture**, **Finesse Control Systems** and **Jerba Campervans**.



New directors appointed at Shore

Award winning Leith based **Shore Group** announced the appointments of Ian Scrimgeour and James McLusky to the Board of Directors. Shore have a world wide reputation for the design and engineering of medical devices and the delivery of advanced training solutions.

Ian, who leads on human factors engineering and project management has been with Shore since 2013, while James, principal design consultant has been at Shore since its foundation back in 2003.

These appointments are part of the company's strategy to strengthen the senior management team and to improve business continuity. This will also enable Managing Director, Nick Foley, to focus on strategic elements of the business. At just over two years since the company became employee owned, promoting Ian and James to Directors supports the growth plans and maintains the strong team ethic and culture.

The appointments also come as Shore welcomes 2 new employees, making it a total of 6 new employees in the last 6 months.

"It's an exciting time for Shore as we continue to grow. Collectively, Ian and James have almost 30 years of working at Shore, and with their



Ian Scrimgeour & James McLusky

knowledge and passion for the company, they were the obvious choice to join me on the board. I look forward to working with them closely in their new roles" – Nick Foley, Managing Director

"I'm delighted to take on this role alongside James and will do my very best for the company. Nick has done a stellar job guiding us forwards and leading us to our current strong position, I look forward to supporting him and the company, continuing the huge success Shore has enjoyed over the last 19 years" – Ian Scrimgeour, Director

"Together we've built up a great team here at Shore. I've been at the company since the very beginning and watched it grow over the years so to now drive the company growth as a Director, I am extremely proud" – James McLusky, Director

Aspire are winners!

Congratulations to Aspire for a fantastic showing at the recent Scottish Care Awards. Ashleigh Wilson scooped the Emerging Talent Award, presented to the individual who demonstrates commitment and potential to the Care sector. Ashleigh works as a Support Co-ordinator in Aspire's Copland Hotel service which offers care and support for homeless people.

Also celebrating is John Hamilton who was a finalist in the Positive Impact Category. John also works at the Copland Hotel service.

Aspire has been employee-owned since 2019.



John Hamilton & Ashleigh Wilson

New Trustees

Jane Bertie
Trustee
Balhousie Glazing



Balhousie Glazing are delighted to announce the appointment of Jane Bertie as a director of their EOT. Jane has worked with Balhousie for 2 years and as a Chartered Accountant is responsible for overseeing all financial aspects of the company. Balhousie Glazing has been supplying & fitting windows, doors & conservatories for 29 years and set up their EOT in 2018. “ It’s a fantastic opportunity that Malcolm & Drew have given their employees and a huge vote of confidence that they entrust the legacy of their business with them”

Kelly Butler
Trustee
20/20



My job role at 20/20 is customer service and I’ve been with the company for a year this May. My day-to-day job role is to look after the delegates and clients who book training courses and exams with us. Providing support, assistance, help and advice to the delegates as they need it. The customer service team is really at the heart of the business supporting internally the learning and development and business development teams. 20/20 has been employee-owned since 2018.

Dean Jones
Trustee
guitarguitar



I’ve been with GuitarGuitar for 4 years, firstly as part of the management team in store and later our online management team as an online team leader.

At points of our retail stores being closed through Covid19 we saw our online business increase dramatically and I’m proud to have been a part of helping GuitarGuitar react to this ultimately resulting in expanding our team to a second web sales office in Glasgow, where I’m based.

Through these changes I’ve become more involved and engaged with our business and our teams than ever before and it’s a privilege to represent them as part of the Employee Ownership Trust. I’m confident that this move ensures the safety and security of our company and allows us to continue to be profitable and sustainable while rewarding the hard work of our teams.

Saba Sheikh
Trustee
guitarguitar



My job role at Guitar Guitar is a Finance Assistant. My role is to keep the accounts and the purchase ledger running smoothly. Employee ownership for Guitar Guitar is such a big step towards boosting staff morale and offering staff benefits e.g. tax-free bonuses. The trust the owners had in their staff to share ownership with them will lead to staff loyalty and longevity.



Employee-owned Dunedin Advisory win the AIB Insolvency Services Contract



Photo L-R: William Cullen, Jill Glen, Michelle Anderson, Christine Convy, Angela Paterson, Linda Grant

The Scottish government contract managed by the Accountant in Bankruptcy (AiB) to administer bankruptcies in Scotland from 1 July has just been announced and awarded to two Scottish businesses, Dunedin Advisory Ltd and Wylie & Bisset.

Christine Convy, Director and IP (insolvency practitioner) of Dunedin said: 'A number of insolvency firms entered the rigorous tender process in January, and we are delighted to be appointed as the main contractor for the next two-year period. This extends our relationship with the AiB which has developed over the past 9 years and demonstrates our commitment to continually upgrading our systems and processes in providing a stream-lined quality service to both clients and the agency.'

Jill Glen, Director and Insolvency Practitioner continues: 'We are absolutely delighted to have won the contract which rewards a real team effort by everyone involved with Dunedin Advisory. There have been many challenges to overcome during the past two years including statutory changes, hybrid working and technology advancements. The introduction of online communication with clients is a real positive and has proven to be significant in maintaining a stream-lined quality of service during the pandemic.'

Being an EOT (employee-owned trust), we are vested in our future and look forward to working with and supporting clients, stakeholders and introducers.'

Dunedin Advisory has been in employee ownership since 2020.

News from New Hopetoun Gardens

Fans of the Chelsea Flower Show may have spotted celebrity gardeners Dougal Philip and Lesley Watson of employee-owned New Hopetoun Gardens. We're more used to seeing the pair in their working clothes tending to the plants as the gardeners' favourite garden centre.

Centre Manager, Morag Macrae, has been very busy. Not only has she been ensuring the Gardens are in prime condition for the busiest time of the year, she's managed to find time to run the Edinburgh Marathon! Achieving a very respectable time, Morag raised a tidy sum for the Gardeners' Royal Benevolent Society.



Exmos – AGM and Team Building

Expert in co-managed IT support, specialising in focussed on industrial processing and manufacturing industries, **Exmos Ltd** held their Annual General Meeting recently. This was the first time the entire team was together since the pandemic started in 2020! As you'd expect for a leading IT company, everyone has kept in touch using video conferencing technology but it was good for everyone to get together in the same room. It was particularly good for some of the newer employees, who had never had the opportunity to meet all of their colleagues.

The AGM took place at the Built Environment- Smarter Transformation facility in Hamilton. This proved to be a superb venue - bright, comfortable with high spec facilities for the meeting.

Chair, Gordon Coulter, kicked off the event giving some insight into the company's journey over the years and his motivations for considering an employee-owned structure. Carole Leslie delivered a session on making employee ownership work. Attendees had a tour of the fabulous facility, showcasing the most



innovative techniques and materials currently in use in construction. Board adviser Emma Marriot gave a lively and informative session on employee engagement. MD Mark Lynch talked through Exmos performance and the plans for the future. It was a superb event – fast paced, lots of interaction, piles of information.

But it didn't end there. The intrepid Exmos team met up again next day for a range of activities including axe-throwing, quad biking and paint balling. Prior to the pandemic, Exmos made an effort to do regular team building activities and of course, the pandemic put paid to that. Great to get back to near-normal!

SHORE Seaweed Chips win Gold food & drink award

Congratulations to **SHORE** Seaweed Chips who won a Gold Award at the Scottish Retail Food and Drink Awards 2022. In a glittering ceremony held in Glasgow, the Awards celebrate the very best food and drink available in Scottish retail outlets. The company was established in 2016 and based in Wick at the very north of the Scottish mainland. SHORE specialise in products that are 100% sustainable, good for their coastal environment and of benefit to the local rural communities. Made with natural Scottish Seaweed SHORE products are 100% plant based, free from artificial everything and bursting with minerals and antioxidants.

SHORE
THE SCOTTISH SEAWEED CO.
EST. WICK



SHORE is a sister company of Aquascot and falls under the umbrella of the Aquascot Trust. Aquascot has been 100% employee-owned since 2018.

WeDo Scotland Awards Launch 15th June 22

Employee-owned companies were front and centre of the prestigious **WeDO Scotland Awards** in 2021. David Narro Associates won the Employee-Owned Business of the Year, and Paul Heat Recovery won Eco- Entrepreneur and Woollard & Henry won the International Business category.

An additional category has been added this year: Employee Ownership Leader of the Year. And, of course, employee-owned companies can enter any of the appropriate categories.

Nominations open June 15th and close on August 1st.



WeDO™

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MOST OUTSTANDING ENTREPRENEURS,
BUSINESS LEADERS AND BUSINESSES**

Friday 23rd September
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wedoscotland.com



Employee-owned Business Census March 2022

New research commissioned by Co-operative Development Scotland, part of Scottish Enterprise, has given the clearest picture yet of Scotland's employee-owned businesses (EOBs) and their economic contributions.

The census shows that there are currently 195 employee-owned businesses (EOBs) operating in Scotland, comprised of 146 Scottish-registered EOBs and worker co-operatives and



49 non-Scottish-registered EOBs. The census reveals that the Scottish-registered EOBs and worker co-operatives have a combined turnover of £691m and employ 5,350 people.

Read the key findings: [here](#)

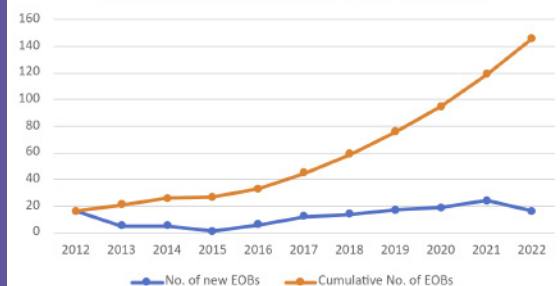
Employee Ownership in Scotland

There are now **146 employee-owned businesses** headquartered in Scotland... and counting!

OA Ownership Associates uk
let's make it happen



Growth in Scottish HQ EOBs 2012 - May 2022



Trustee Training - July 8th

This two hour session aims to equip Trustees to fulfil what is a pivotal role within the employee-owned company. The session is in two parts and is delivered over Zoom. You can join for both parts, or if you have already attended Part 1 or a previous session, you're very welcome to join only for Part 2.

Part 1: Information giving – legal duties of trustee, responsibilities, the Trust deed, the Trustee role. 9.30am – 10.30

Part 2: Case Study – group work on a trustee dilemma in an employee-owned company. All groups work on same case study, come together to report on discussions. Everyone says this is tremendously useful. 10.30 - 11.30

To register your interest email carole@ownershipassociates.co.uk