

# TEXO TALK

MAY 2026

**THE CULTURE BEHIND TEXO  
WORKSPACE SOLUTIONS**

**WHY RELATIONSHIPS STILL  
WIN: RETHINKING HOW  
INDUSTRIAL CONTRACTS  
ARE SECURED**



**HOW TEXO RECRUITMENT  
IS SCALING ITS AGENCY  
OFFERING ACROSS THE UK**

# HOW TEXO RECRUITMENT IS SCALING ITS AGENCY OFFERING ACROSS THE UK

TEXO Recruitment has entered 2026 with strong momentum, as the agency continues to expand its regional presence, strengthen its delivery capability and invest in technology-led workforce solutions for clients across multiple sectors.

While closely aligned with the wider TEXO Group, TEXO Recruitment continues to grow as a standalone recruitment agency, supporting a broad and increasingly diverse client base across energy, construction, engineering, industrial and commercial markets.

For Managing Director Debra Bruce, the focus this year is clear: build a scalable recruitment business capable of delivering high-quality workforce solutions across the UK while continuing to strengthen relationships with both existing and new clients.

*"We want to continue growing the agency and expanding our reach,"* says Debra. *"There's a lot of opportunity in the market just now, but for us it's also about making sure we're delivering consistently well for the clients we already support."*

One of the biggest developments in recent months has been TEXO Recruitment's investment in Blyth.

The agency has officially moved into its new Blyth office, creating a dedicated operational hub that will support growth across the North East and wider UK recruitment markets. Since opening the office, the business has continued to invest heavily in people, with several new hires already joining the team.

Alongside the appointment of a regional manager and recruitment manager, TEXO Recruitment has also recruited two additional recruitment consultants to support the next stage of growth in the region.

*"We've made a significant investment in Blyth because we see real long-term opportunity there,"* Debra explains. *"The team is growing quickly, and we want the office to become a major part of our agency operation moving forward."*

The expansion reflects growing demand across sectors including construction, fabrication, engineering, offshore services and heavy trades – all areas where the agency is seeing continued client activity both onshore and offshore.

At the same time, the Aberdeen office continues to grow, with additional hires, internal promotions and further investment across the agency's recruitment divisions. TEXO Recruitment now operates across multiple delivery streams, supporting external clients with permanent, contract and workforce mobilisation solutions alongside internal recruitment support for the wider TEXO Group.

Importantly, Debra is keen to reinforce that the agency's growth strategy extends well beyond internal TEXO requirements.

*"A large part of our focus is continuing to grow our external client base,"* she says. *"We work across a wide range of sectors and support a variety of customers, so expanding those relationships and bringing in new opportunities remains a key priority for us."*

That multi-sector approach has become an important part of TEXO Recruitment's strategy.

Alongside major activity within energy and offshore markets, the agency is currently supporting recruitment campaigns across construction, drilling, operational, finance and industrial roles. The Blyth region in particular continues to generate strong demand for skilled trades, including platers, fabricators and other specialist workforce requirements.

*"Our order book is very varied at the moment," says Debra. "We've intentionally built a diverse client portfolio because we want to make sure we're supporting multiple industries and not relying too heavily on any one market."*

A key part of TEXO Recruitment's recent development has also been investment in operational technology and workforce mobilisation capability.

The agency has continued to develop its Connect platform alongside the introduction of Connect Workforce – a system designed to support contractor mobilisation, workforce management, compliance, training visibility and operational coordination through one integrated platform.

For Debra, technology-led delivery is becoming increasingly important as recruitment requirements grow more complex and workforce management expectations continue to evolve across the industries TEXO Recruitment supports.

*"Everything we're doing around mobilisation is technology led," says Debra. "It gives both us and our clients much stronger visibility across compliance, training and contractor management throughout the process."*

The platform now supports workforce mobilisation and contractor management activity across multiple projects and clients, helping the agency scale its operations while maintaining visibility, compliance and efficiency throughout the recruitment lifecycle.

Looking ahead, the business remains focused on sustainable growth and regional expansion.

With Blyth now firmly established, TEXO Recruitment is actively assessing further opportunities in locations including Leeds and Glasgow, where demand across infrastructure, engineering and construction markets continues to increase.

*"We don't want to be late to those markets," Debra says. "There's a lot of activity happening there just now, and we believe there's strong potential for the agency in those areas."*

Despite the continued growth, Debra believes long-term success will still come down to maintaining the culture and consistency that have helped drive the agency forward in recent years.

Staff retention, professional development and team investment remain central to the company's approach, with ongoing training, qualifications and internal progression continuing across the business.

*"For me, it's always important that this remains a good place to work," she says. "If the team feels supported and has the right tools around them, that's what ultimately allows us to deliver the best results for our clients."*

As TEXO Recruitment continues to expand its regional footprint, strengthen its agency capability and invest in technology-led recruitment delivery, the business is positioning itself for another ambitious year of growth across the UK recruitment market.



# THE CULTURE BEHIND TEXO WORKSPACE SOLUTIONS

In operational businesses, growth is often measured in numbers.

Projects delivered.  
Revenue generated.  
Pipeline secured.

Those metrics matter, but they rarely tell the full story of what sustains a business over time. Particularly in sectors shaped by tight deadlines, labour shortages, commercial pressure and complex delivery environments, long-term success is usually built elsewhere – in people, culture and trust.

At TEXO Workspace Solutions, that belief sits at the centre of how the division operates.

Across modular buildings, offshore accommodation and HVAC services, the business has continued to evolve in response to changing client demands and increasingly complex project requirements. But despite that growth, one principle has remained consistent: strong businesses are built by strong teams.

That sounds simple, but maintaining that culture in practice requires deliberate effort.

It means creating an environment where communication is open, accountability is shared and people feel connected not only to the work itself, but to the wider purpose behind it. In industries where pressure can quickly create silos or internal friction, maintaining unity becomes a genuine competitive advantage.

One of the clearest indicators of that culture is continuity.

*"The people we started with remain,"* says Richard Lamb, Divisional Director of TEXO Workspace Solutions.

In a market where retention challenges are common across engineering, manufacturing and construction, that kind of consistency matters. Experience stays within the business. Relationships strengthen over time. Teams develop trust in one another's judgement and capability.

But retention is rarely accidental.

Culture is built through behaviours that are repeated consistently – especially by leadership teams.

At TEXO Workspace Solutions, accessibility and openness remain central to that approach. The expectation is not that people will have every answer immediately. Instead, the focus is on creating an environment where issues can be raised early, discussed openly and resolved collectively.

That mindset helps create a culture where responsibility is shared rather than avoided.

*"I'll never ask somebody to do something I wouldn't do myself,"* Richard says.

In practical businesses, credibility matters. Teams respond best when leadership remains close enough to operations to understand the realities on the ground — the pressures, the pace and the challenges that come with delivery.

That connection also influences how people experience their work day to day.

There is a strong belief within the division that work should still be enjoyable, even in demanding environments. Not because the work itself is always easy, but because people perform best when they feel part of something collaborative, supportive and worthwhile.

*"You've got to enjoy it,"* Richard says. *"If you start treating it like a job, go and find another job."*

That attitude shapes more than internal morale. It directly affects customer experience as well.

In service-led industries, culture is often visible externally long before it is formally explained. Clients notice responsiveness. They notice accountability. They notice whether communication remains consistent when challenges arise.

At TEXO Workspace Solutions, there is a clear understanding that internal culture and external relationships are closely connected.

*"How we treat our team is how we expect them to treat our clients."*

That creates a powerful feedback loop. When people feel trusted and supported internally, they tend to take greater ownership externally. Communication improves. Problems are addressed earlier. Relationships become more collaborative rather than transactional.

That matters because customer confidence is often built through small, consistent actions rather than single large gestures.

The business places strong emphasis on maintaining close client relationships throughout projects and beyond them. Staying engaged, communicating openly and remaining visible during difficult moments are all seen as part of the delivery process itself.

Importantly, the culture is not built around the expectation of perfection.

In any operational environment, projects encounter pressure points. Programmes shift. Unexpected issues emerge. What defines a business is often how it responds in those moments.

For TEXO Workspace Solutions, the priority is simple: make things right.

*"Even if a job's going wrong, TEXO will make it right,"* Richard says.

That philosophy can be demanding. It requires accountability, adaptability and trust across teams. But over time, it also builds something more valuable than short-term wins – long-term relationships.

*"If the customer comes back, then you've actually won."*

That long-term thinking also shapes how the division views growth internally.

As businesses expand, one of the biggest risks is losing connection – between leadership and teams, between departments and individuals, or between operational performance and company culture. Maintaining proximity matters.

Understanding people's strengths, recognising pressures early and preserving open communication all become harder as organisations scale. Protecting those qualities requires intention.

That is why culture at TEXO Workspace Solutions is not viewed as something separate from performance. It is part of performance.

Because ultimately, every project, every customer relationship and every commercial outcome is delivered by people.

Buildings matter. Delivery matters. Commercial success matters.

But sustainable growth is rarely achieved through systems and processes alone. It is built through teams who trust each other, take ownership and remain aligned around a shared way of working. At TEXO Workspace Solutions, that remains the foundation everything else is built on.



# WHY RELATIONSHIPS STILL WIN: RETHINKING HOW INDUSTRIAL CONTRACTS ARE SECURED



**Patrick Gallagher**  
TEXO Operations Director

In an industry increasingly driven by procurement portals, standardised scoring, and rigid compliance frameworks, it would be easy to assume that winning work is purely a numbers game.

Tick the boxes. Submit the forms. Compete on price. But that's not the full picture.

Because behind every contract – no matter how structured the process – there are still people making decisions.

And that's where TEXO has chosen to compete differently.

## **More Than a Submission**

Across utilities, energy, and infrastructure, the formal tender process has become increasingly transactional.

In some cases, submissions are reduced to text boxes. Limited word counts. No room for nuance. No opportunity to demonstrate how a business actually operates beyond written responses. It's efficient. But it's also impersonal.

And that presents a challenge: how do you stand out when the system is designed to standardise everyone? For TEXO, the answer isn't to fight the process – it's to work ahead of it.

## **Winning Before the Tender**

The most successful pursuits don't start when the tender lands. They start months earlier. Building relationships. Understanding client challenges. Establishing credibility before a single document is submitted.

Because when that formal process does begin, familiarity matters. Clients aren't just evaluating a proposal – they're evaluating a partner they already know.

That shift – from unknown bidder to known entity – can be decisive.

## **Humanising the Proposition**

Where opportunities allow, TEXO has leaned heavily into a simple idea: make the business visible. Not just capabilities, but people.

Bringing forward the individuals who will actually deliver the work. Demonstrating experience through real faces, real stories, and real accountability.

It's a deliberate move away from the "faceless contractor" model. And it resonates – particularly with organisations looking for agility, responsiveness, and a closer working relationship than traditional tier-one structures often provide.

## **A Different Position in the Market**

There's a growing space in the market between:

- Large, process-heavy tier-one contractors
- Smaller, less scalable providers

TEXO is positioning itself deliberately in that space.

Big enough to deliver.  
Agile enough to adapt.  
Structured enough to scale.  
Human enough to connect.

That combination is increasingly attractive to clients who want capability without bureaucracy.

### When Process Limits Differentiation

Of course, not every opportunity allows for this approach. In highly regulated procurement environments, particularly in utilities, the ability to personalise submissions can be limited.

When that happens, the emphasis shifts even further upstream:

- Stronger pursuit planning
- More proactive engagement
- Deeper relationship building

Because if you can't differentiate within the submission, you need to differentiate before it.

### Proof in Performance

Ultimately, philosophy only matters if it translates into results. Recent wins across multiple sectors suggest that this approach is working. Not because

it replaces technical capability or commercial competitiveness – but because it complements them. It adds a layer that is often missing in industrial contracting: trust built through familiarity

### The Industry Shift

There's a subtle shift happening across the sector. Clients are becoming more selective – not just about what is delivered, but how it's delivered.

They're looking for:

- Partners, not just providers
- Collaboration, not just compliance
- Accountability, not just execution

And that shift plays directly into businesses that prioritise relationships alongside capability.

### A Simple Principle

At its core, the strategy is straightforward: People work with people they trust. Even in industries defined by scale, complexity, and risk, that principle still holds.

And in many cases, it's the difference between being considered... and being chosen.



# TEAM PLAYERS OF THE MONTH

## OFFICE BASED



### Louise Thomson

TEXO Recruitment

Louise has made a great start in her role at TEXO Recruitment and has quickly become a valued member of the recruitment team. From day one, she has shown a positive attitude, a strong work ethic and a genuine willingness to support both her colleagues and candidates. She has made one of the biggest and most significant impacts within the Internal Recruitment team.

She has been incredibly consistent in her delivery, building strong relationships with hiring managers across the Group and ensuring recruitment activity continues to run smoothly.

What stands out most is her attitude. Louise turns up every day with a smile, a positive outlook, and a genuine willingness to help wherever needed.

Her commitment, work ethic, and dedication to the business have been outstanding, and she should be incredibly proud of everything she has achieved. She has done unbelievably well.

Well done Louise.

## IN THE FIELD



### Karl Phillips

TEXO Asset Lifecycle Management

Karl has been a standout team member since joining. He is very professional on site his attitude of just getting his head down and grafting is exactly what we need and is a great example to his colleagues.

Since joining he made it clear that he is willing to do what is needed to get the job done and has since gone through training and exams to allow him to operate as a UAV pilot which further adds to his value within the Witham base and to the DSI group as a whole.

His efforts in the office should also be noted with his recent joining of the Employee network ensuring the Witham office have a voice in-house, the safety role he holds in the office to ensure we are up to date with audits and monthly checks are but a few of the examples of what he does in addition to his field role.

Thank you for the efforts Karl. Keep up the good work.

TEXO NEWS

# ABERDEEN FC



## MAY RESULTS

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### LIVINGSTON **2-2** ABERDEEN

Premiership 1 May, Home of the Set Fare Arena

### ABERDEEN **2-0** DUNDEE UTD

Premiership 9 May, Pittodrie Stadium

### ABERDEEN **0-2** ST. MIRREN

Premiership 12 May, Pittodrie Stadium

### DUNDEE **3-2** ABERDEEN

Premiership 17 May, Dens Park



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