

Delivering Sustainable Growth



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Performance

Revenue

£1,931.1m

(2025: £1,875.2m)

Adjusted operating profit¹

£49.5m

(2025: £40.6m)

Adjusted profit before tax¹

£55.9m

(2025: £45.0m)

Adjusted basic earnings per share¹

42.4p

(2025: 34.4p)

Full year dividend per share

23.5p

(2025: 19.0p)

Net cash

£259.0m

(2025: £237.6m)

Order book

£4.3bn

(2025: £4.1bn)

Divisional adjusted operating margin^{1,2}

3.5%

(2025: 3.0%)

Profit before tax

£55.0m

(2025: £44.1m)

Earnings per share

41.7p

(2025: 33.7p)

Average month-end cash

£216.2m

(2025: £178.7m)

Strategy and outlook

- ➔ **The Group operates in diversified, growing sectors** and we are well placed to benefit from the significant required investment in planned Government and regulated spend.
- ➔ **Confident outlook for further progress in FY27 underpinned by a high quality £4.3bn order book** (2025: £4.1bn) across our chosen growth sectors in water and wastewater, highways, education, defence, custodial, facilities management and health, and growing presence in affordable homes and energy. Good visibility of future revenue with 90% and 62% of the current financial year and FY28 projected revenue secured.
- ➔ **Confidence in delivering 2030 Sustainable Growth targets** generating significant cashflows to support further post-dividend capital allocation optionality.

Financial and operational highlights

- ➔ **3.0% increase in revenue to £1,931.1m** (2025: £1,875.2m), driven by strong performance in Highways and a smooth transition to AMP8 in Environment.
- ➔ **24.2% increase in adjusted profit before tax to £55.9m** (2025: £45.0m), driven by increased volumes, quality delivery and continued disciplined commercial and operational management. No exceptional items in the period.
- ➔ **3.5% divisional adjusted operating margin up 53bps** (2025: 3.0%), continued strong margin progress across core divisions.
- ➔ **25.9% increase in final dividend payment of 17.0p** (2025: 13.5p), together with an interim dividend of 6.5p equals a total dividend for the financial year of 23.5p, up 23.7%.
- ➔ **Resilient debt-free balance sheet, strong cash conversion** with average month-end cash for the year up 21.0% at £216.2m (2025: £178.7m), £259.0m year-end cash, up 9.0% (2025: £237.6m), PPP asset portfolio of £37.2m (2025: £38.6m) and no pension liabilities. The Group's revolving credit facility remains undrawn since placement.
- ➔ **Capital allocation in line with our priorities:** £38.4m of organically generated capital deployed through M&A and organic investments and shareholder returns in the period. Announcement of new £15m share buyback programme.

1 Note 31 contains the rationale for use, and reconciliations of these adjusted measures to their nearest statutory measure.

2 Divisional adjusted operating margin is defined as adjusted operating profit as a percentage of adjusted revenue. It is stated for the combined Building and Infrastructure divisions.

Cover image: we are pleased to have successfully completed our second Build-to-Rent building at Brent Cross Town, a high-quality residential development that reflects our capability in delivering complex, large-scale urban projects. This scheme offers 286 apartments, and represents another positive milestone in our long-standing partnership with Related Argent.

[illegible]

Business overview and investment case

Delivering Sustainable Growth

FTSE 250 tier one contractor,
operating across the UK

22
business units

and seven manufacturing
facilities across the UK

Leading positions

in core markets of water,
defence, education,
custodial and highways

£4.3bn
order book

with 90% of work
already secured FY27
and 62% for FY28

413%
Total Shareholder
Returns

delivered from 1 July 2020 to
30 June 2026

92%

of our business comes
from repeat clients

4,300
employees

and 85% employee
advocacy score

**Award-winning
innovation**



Six
consecutive
years

of revenue and
profit growth



£527m

of social and local economic
value delivered in FY26



Five

acquisitions, all
in higher-margin
markets, since 2021



Number one
employer for
graduates and
apprentices

with 10.4% of our people in
early careers roles

A compelling investment case

We are a high-quality business operating in dynamic markets, generating growing returns.

Robust market opportunity

- Excellent positions in chosen sectors.
- Non-cyclical demand driven by ageing infrastructure, a growing population and climate change.
- Strategy for growth in adjacent markets with higher margins.
- More mature contracting environment.
- Geographical footprint and regional offices allow national scalability with local relationships.

Highlights

- 95% of our clients are in the public and regulated sectors.
- 91% of our work is in frameworks, which are long-term, collaborative arrangements.
- £4.3bn order book with 90% of work for FY27 already secured and 62% for FY28.
- 92% repeat business based on successful delivery.

A people-orientated, progressive culture that delivers for stakeholders

- Retain, develop and gain employees who share our vision, values and purpose.
- Focus on quality and innovation, using digital tools and Modern Methods of Construction (MMC).
- Embedded ESG strategy.

Highlights

- Consistently high, and above average, employee advocacy score of 85%.
- Voted the number one Construction and Civil Engineering company for Apprentices and Graduates via TheJobCrowd.
- Maintained MSCI AAA ESG rating and achieved the London Stock Exchange Green Economy Mark.

Rigorous risk management

- Embedded culture of assessing and managing risk.
- Rigorous contract selection and delivery.
- High-quality, well bid order book; robust pipeline.
- Broad, risk managed portfolio.

Highlights

- 99% of our order book is secured via negotiation.
- 70% to 80% of bid criteria are typically weighted towards quality, safety, management capability, social value and technical expertise.

Strong financial position

- Track record of financial delivery.
- Strong balance sheet; no bank debt or pension liabilities.
- Deploying capital organically and through M&A.
- Margin growth leading to increasing shareholder returns.

Highlights

- Five acquisitions since 2021.
- Circa £146m returned to shareholders since FY21.
- 413% total shareholder returns for the period from 1 July 2020 to 30 June 2026.

Our purpose, vision and values

A progressive UK construction business

What we believe

Our purpose is to improve people's lives by delivering the buildings and infrastructure that communities need, while providing opportunities for our people to learn, grow and progress; working with our supply chain to promote the very best working practices; and caring for the environment.



Our vision and values

Our vision is to be a people-orientated, progressive business, driven by our values to deliver for our stakeholders and the communities we work in.

Our values



Excellence

Striving to deliver the best.



Passion

Committed and enthusiastic in all that we do.



Integrity

Demonstrating strong ethical standards with openness and honesty.



Collaboration

Dedicated to working together to achieve results.

Our business model

Who we are

We are proud to be one of the UK's largest construction companies and are passionate about our role in delivering vital social and economic infrastructure across the country, making a real difference to people's lives.

What we do

We are a FTSE 250 major UK contractor, leading the overall management of projects, working with designers, and selecting and managing subcontractors to carry out works under our direction.

Our network of regional offices is a key advantage, offering clients the benefit of national strength with local relationships.

Building

This business operates across the UK through regional bases, designing, constructing and refurbishing assets in markets where we have significant expertise, particularly education, defence, custodial and health.

We also work with carefully chosen private clients in the commercial sector and have selectively re-entered the affordable homes market.

Our Facilities Management (FM) business works with Building, predominantly across education and health, delivering high-quality, full-lifecycle solutions and green retrofitting to enhance the performance and sustainability of client assets.



➔ Scan the QR code to watch our 'What we do' video.

Infrastructure

Our Infrastructure business, comprising Highways and Environment – including our water and wastewater activities, carries out critical engineering projects.

Environment works with all 13 of the UK's major water and wastewater companies and is one of the largest contractors in the market, carrying out capital design and delivery, alongside capital maintenance and asset optimisation.

In Highways, we contribute substantially to the national road network and deliver large-scale schemes for local authorities, as well as active travel, maintenance work and urban, multi-modal transport schemes. We deliver civil engineering and highways solutions to assist clients in the energy sector to deliver major infrastructure schemes.

Both Building and Infrastructure have established long-term frameworks with clients where we have a strong track record, focusing on public and regulated sector work that benefits from early involvement.

We maintain a substantial presence in Scotland, operating as Morrison Construction.

Investments

Investments leads bid consortia and arranges finance for major building projects via public private partnerships. We specialise in managing construction through to operations and devise and secure solutions for our clients on an individual basis. These skillsets enable us to progress co-development opportunities, with a focus on the Private Rented Sector and affordable homes partnerships.

Specialist Services

This area brings together Asset Intelligence, our integrated physical and electronic security and fire protection business; the newly acquired Nene Valley Fire & Acoustic; Digital Infrastructure, which provides end-to-end services across land acquisition and planning, 5G and connectivity solutions, and large-scale electric vehicle charging infrastructure; and Oak Facades, specialists in facade remediation and installation.

Our business model continued

Our brands



Main brand, operating across England and Wales.



Main operating brand across Scotland.



Hard and soft FM business, operating in both public and private settings, with a focus on the education and health sectors.



Design, manufacture, and installation of packaged metalwork and pipework solutions for critical infrastructure, particularly within the water and wastewater sectors.



End-to-end digital infrastructure solutions, from site acquisition and planning through to design, deployment and ongoing network optimisation.



Physical, electronic and fire security provider for high value critical national infrastructure assets, and people working in live environments.



Passive fire protection, fire door installation and maintenance specialists.



Design, manufacture and after-care of factory-built, packaged water and wastewater treatment systems, process software/systems integration, and electrical control panels.



Asset inspection, maintenance and screens and distributor operations for the water sector.



Mechanical and electrical design and build solutions specialist, delivering complex technical projects predominantly in the water and energy sectors.



Facade design and build contracting solutions across both new-build and remediation projects.

Who we work with

Around 95% of our work is with clients in the public and regulated sectors, where we have a strong understanding of the market, client requirements, and the risk profile of projects.

Our Building clients include major public sector bodies such as the Department for Education, the Ministry of Defence, the Ministry of Justice, the Department of Health and Social Care, and Homes England. In our Environment business, we work with all 13 of the UK's largest water and wastewater companies.

Our Highways business partners with National Highways as well as local authorities, while Investments works with major investment funds and Private Rented Sector businesses.



Our business model continued

How we do it

Identifying opportunities

i See Our framework positions p23.

We seek opportunities in carefully chosen markets and only pursue those where we have the skills, expertise and resources to successfully complete work safely, profitably and to a high quality. We choose clients who value collaboration and long-term relationships, and often deliver work for them under frameworks. Public and regulated sector clients use frameworks to procure services from a list

of pre-approved contractors, with agreed terms and conditions. Frameworks typically run for four years and provide opportunities for deeper, collaborative working, early planning and mitigation of risk. They support wider strategic and social goals, create better understanding between the parties, and generate repeat business. Frameworks also facilitate cross-selling opportunities to meet wider client needs.

Alignment to risk appetite and contract selection

i See Principal risks p66.

Our businesses follow a well-established contract selection process to ensure all aspects of a contract's terms and conditions satisfy our strict criteria. The initial selection stage considers factors such as the scope of work, our geographical presence, client type, project size, technical complexities, our experience of similar projects and supply chain and resource availability.

Contracts meeting these criteria are subjected to a rigorous risk assessment.

Contracts with a value exceeding £50m or with specific risk parameters require Executive Board review before proceeding. Almost all projects reaching Executive level are subsequently approved, demonstrating cross-company alignment with our strict risk appetite.

Assembling a team and procuring products and services

i See Who we need p9.

Delivering a construction project requires different disciplines and specialisms. Our role includes assembling the right team, including subcontractors and consultants with the necessary skills, knowledge, experience and organisational capability.

Most of the construction phase is delivered with our supply chain, so we align key supply chain members with our culture and develop collaborative relationships using our Advantage through Alignment programme. This offers benefits such as training, enhanced visibility of

our pipeline and access to resources including our behavioural safety programme. We choose our partners based on their ability to deliver the work and improve social, environmental and economic outcomes for us and our clients.

We have a reputation as a prompt payer and collaborative client who seeks mutually beneficial relationships.

This works to our advantage when selecting supply chain partners, particularly in times of high demand or skills shortages.

Planning and managing construction

We plan, manage, monitor and oversee the project's construction phase, subcontracting packages of work to specialists.

Pre-construction and planning activities are an essential part of managing a construction project and we look to start as early as possible, so we can influence design decisions. During these phases, we identify and mitigate risks such as those relating to health and safety, resources, build conditions such as the presence of asbestos, underground or overhead services, site restrictions, ground conditions and logistical challenges such as access or build restrictions.

During construction, we carry out the agreed work, managing and monitoring safety, programme, budget, quality and sustainability requirements.

We co-ordinate with the client, designers and all contractors involved, and supervise and track overall works, resolving any challenges that arise and making any required adjustments. Our robust, integrated financial and commercial management processes ensure projects are delivered in line with clients' budgets and our profit expectations.

Handover

Before handover, we check the project against contractual requirements and ensure all final installations and outstanding deliverables have been completed.

The client then approves the project and we typically issue a final completion certificate, confirming satisfactory handover. In some instances, we also take on the maintenance of the asset through our FM business.

A digitised approach to project delivery

We are using digital solutions to improve safety, efficiency, quality and collaboration, and drive down carbon.

BIM	We are industry leaders in Building Information Modelling (BIM), using it to improve how we plan, design, build, and manage structures. We aggregate data from multiple construction models into a single project model in a virtual environment, helping to reduce risk of errors in real world conditions. We use these models to confirm constructability, to measure material quantities and spaces accurately, and to detect clashes. This enables us to reduce waste, address potential design conflicts early, and prevent costly adjustments and delays during construction. Post handover, BIM modelling supports life-cycle management.
3D, 4D & 5D planning	We use 3D models to visualise structures and layouts. 4D enables us to add in construction timelines, sequencing and schedules, and 5D adds cost information to our modelling.
Digital rehearsals	We routinely deploy digital rehearsals for complex works to test logistics and highlight any potential issues with sequencing and space limitations, particularly for high risk operations, or where precision is needed.
Digital twins	Digital replicas of real infrastructure enable us to monitor assets remotely in real-time, access data for maintenance purposes, and share information with multiple stakeholders from a single point.
360 photos and videos	Immersive visual data records from construction enable us to carry out digital walkthroughs and allow us to assess asset performance and access hidden infrastructure with minimal disruption.

Who we need

Employees

Our business relies on the ability to retain, develop and attract the right talent, prioritise their safety and wellbeing, and create an environment where they can thrive.

We employ 4,300 people, covering:

- ➔ **Leadership** who set our culture and strategy.
- ➔ **Pre-construction** covering all activities undertaken before we start building (work winning, estimating, surveying, design management and engineering).
- ➔ **Operations** including project and site management, operational supervision, mechanical and electrical roles and tradespeople.

- ➔ **Support Services** such as Health & Safety, HR, Legal, Quality, Finance and Sustainability that provide the oversight and governance required to help operational businesses deliver work safely, efficiently and in line with regulations.

We support our people's interests through our People strategy, Grow Together.

i Our People p38.

Clients

We need clients to deliver for, and carefully choose the sectors we want to work in and the clients we partner with. Our client base is largely in the public and regulated sectors. We have collaborative relationships with framework operators and procurement bodies, giving us access to long-term frameworks that can provide significant pipelines of work.

i Market review p16.

Supply chain

The majority of our work is delivered in partnership with our supply chain, which predominantly consists of suppliers who provide materials, and specialist subcontractors who carry out works including mechanical and electrical, earthworks, surfacing, groundworks and piling, and steelwork.

We manage the procurement of certain goods and services through centrally arranged national agreements for items such as hired plant and equipment, and services including energy and IT equipment, to enable economies of scale and standardise quality.

We use local procurement to benefit from flexibility, responsiveness and access to local suppliers and market knowledge, as well as to provide social value locally.

i Supply chain p54.

Our business model continued

What we need

Materials

Our work requires a stable supply of construction materials such as concrete and aggregates (sand, gravel, crushed stone and recycled materials used for fill), and fuel. We balance local needs with centralised support to carefully manage supplies and needs, particularly in times of peak demand or shortages.

Plant hire

We hire plant such as excavators, cranes, piling rigs and other heavy equipment to benefit from lower capital requirements. This also avoids costs associated with servicing, repairs and regulatory compliance. It gives us the agility to trial new, more innovative and less carbon intensive models and tailor the specification of the plant chosen for each project. Plant hire to meet our needs also avoids storage costs and idle assets.

Systems and technology

These enable us to efficiently plan, manage and monitor construction projects, HR processes, and cost controls. We digitise project delivery, and are leaders in Building Information Modelling (BIM) (page nine) – the management of information using digital processes that connect data to improve design and construction outcomes. We operate a Group-wide Business Management System (BMS) comprising a structured framework of policies, processes, and guidance documents that are used to plan and execute our business activities in a consistent way to meet customer and regulatory requirements.

Careful cash management

This allows us to maintain and invest in our operations and growth, pursue strategic acquisitions, maintain balance sheet strength, which is important to our clients, supply chain and employees, and to deliver excess cash to shareholders.



How we make money

We choose markets where we have a proven track record

We operate in core markets within Building and Infrastructure which we know, understand, have experience in, and where we are well placed to benefit from Government investment and regulated spend. We do not try to compete in every sector. In addition, our markets are diversified, so we are not reliant on one particular type of work or revenue stream.

We also earn revenue and profit from our Investments and FM businesses, which offer lower-risk annuity-type income and margin accretion.

We are targeting higher margin markets

As described on pages 12, 26 and 28, we are targeting growth in adjacent markets, where we can transfer our existing skills and capabilities, and typically earn a higher margin. Within these markets, we have a good understanding of the risks involved and can deliver safely, to a high quality, and profitably.

We are selective about the contracts we take on and the clients we work with

We adopt a low-risk appetite for project selection, maintaining strict discipline in the projects that we take on. We only accept projects where we are confident that we have the experience, knowledge and supply chain to deliver effectively. We prioritise collaborative client relationships and robust commercial terms that support effective risk management.

Our pricing and procurement routes prioritise quality and value over cost

We are awarded work based on outcomes such as our ability to deliver safely and to a high standard, building in social value and carbon commitments above and beyond cost. This drives a more sustainable contracting environment that better values our specific technical and project expertise.

Example of scoring criteria



Typical scoring criteria

● Non-financial 70%-80% ● Financial 20%-30%

Almost 100% of our order book is procured via some form of negotiation and early involvement

98% of our order book comes through some form of negotiated route be it two stage, target cost/cost plus or direct negotiated work. This means projects are developed and agreed with the client through negotiation rather than scenarios where the cheapest bid wins.

Multi-stage negotiation and early involvement deliver the benefits of:

- ➔ **Improved buildability, programming, visibility and management of construction risk**, through earlier collaboration between designers, contractor and supply chain.
- ➔ **Improved innovation**, by enabling us to share expertise and ideas early in the design phase.
- ➔ **Reduced costs**, by mitigating risks early, and making fewer changes to designs.
- ➔ **Faster delivery**, as a result of better design, and more efficient planning and mobilisation of resources.
- ➔ **More reliable budgets** and cost estimates.
- ➔ **Lower operational and financial risk profile.**

We focus on quality and use digital tools, innovation and MMC

Our focus on quality drives margin by taking a 'right first-time approach', saving us the time and cost of redoing work and reducing waste.

Digital tools and innovation improve productivity, operational efficiency, safety, sustainability and asset performance. They can protect margins by detecting problems before work starts, improve accuracy, automate functions and, again, reduce waste and rework. They help us improve governance and control, and ultimately enhance operational and financial performance (page nine).

Modern Methods of Construction (MMC) such as off-site construction techniques and factory assembly similarly improve our efficiency and margins by speeding up delivery, reducing labour costs, eliminating unnecessary waste and improving quality.

Our business model continued

How we are evolving

Adjacent markets

There is a significant opportunity for us to expand into adjacent markets that are closely aligned with our core sectors, offering niche services that our clients need.

Having a range of companies is attractive to clients as we can deliver specialist works on their site with a single point of contact and accountability.

Expanding our offering in this way makes us more attractive to clients, while earning us a higher margin within a risk environment that is aligned to our appetite.

Acquisition history

We have carried out five bolt-on acquisitions in higher margin, adjacent markets since 2021. Four of these deals have supported our end-to-end delivery capability in water. The five acquisitions originally brought c£134m of annual revenues; they are expected to deliver up to £650m of annual revenues by 2030.

October 2021

nmcn acquisition

- Expanded presence in water nationally through established frameworks and talent base of circa 900 people.
- Added higher margin design and Mechanical, Electrical, Instrumentation, Control and Automation (MEICA) capabilities to our Group.
- **Included Lintott** – distributes power, monitors performance, executes automation, and injects precise quantities of chemicals into a process through Motor Control Centres (MCCs), control panels and chemical dosing units.
- **Included Fabrications** – access metalworks (including platforms and stairways), pipework, pump sets, valves and penstocks.
- **Asset Intelligence** – physical and electronic security and fire solutions.

July 2022

MCS Systems acquisition (now part of Lintott)

- Added complementary expertise in controls, automation and MCCs to Lintott's capability, giving it national reach.

November 2022

Ham Baker acquisition

- Producers of mechanical process equipment that screens and controls the flow of water and wastewater.

November 2023

AVRS acquisition

- Designs, installs, commissions, and maintains complete MEICA systems for water, energy, nuclear and infrastructure projects.

February 2026

Nene Valley Fire & Acoustic acquisition (Nene Valley Fire)

- Passive fire protection specialists enabling us to self-deliver complete fire safety solutions.

i See page 61 for our bolt-on acquisition opportunity.



➔ Scan the QR code to watch our Bracknell Supply Works video.

Vertical integration

We have moved beyond the traditional tier one contractor model by acquiring specialist engineering and manufacturing businesses. These businesses enable the Group to internalise key activities such as MEICA engineering, off-site manufacturing, process control systems, specialist fabrication and asset maintenance, reducing reliance on subcontractors while increasing control over quality, programme and lifecycle service delivery.

Bolt-on acquisition	How it supports vertical integration
nmcn – Lintott	Designs and manufactures packaged water treatment systems, control panels, SCADA and process automation, allowing Galliford Try to deliver specialist process engineering rather than relying on third parties.
nmcn – Fabrications	Manufactures structural metalwork and fabricated components (page 27).
nmcn – Asset Intelligence	Delivers physical, electronic and fire security for high value critical national infrastructure assets, and people working in live environments.
Ham Baker Engineering	Manufactures and maintains equipment such as screens and distributors for water flow control infrastructure, bringing specialist products and asset maintenance capabilities in-house.
AVRS Systems	Provides in-house MEICA design, installation and commissioning.
Nene Valley Fire	Extends Galliford Try's capability in passive fire protection, allowing the Group to deliver more specialist building services internally.

Our sustainable competitive advantages

Experienced people

Relationships

Financial strength

Risk management

Delivery track record at scale

Our sustainable competitive advantages come from our expertise and knowledge, execution capability, relationships and market experience that have all been developed over decades.

Public sector clients typically procure contracts via frameworks which require comprehensive pre-qualification and tendering processes including evidence of capabilities and financial strength, and significantly reduce the pool of contractors who can compete for work.

We work on large construction projects, which come with structural barriers to entry, as our clients trust us with multi-million pound programmes that can span long periods of time. They rely on us to manage risk and resources, comply with current and emerging regulations, be financially resilient and safely deliver their programmes. Tier 1 contractors require a strong balance sheet to give clients assurance of delivery in the long-term.

These factors are difficult to replicate at scale.

Chair's statement

Resilient growth and long-term value creation



Galliford Try continues to deliver excellent stakeholder value, delivering 12 periods of consecutive growth. The Group is strongly positioned to achieve its targets to 2030 and beyond."

Alison Wood
Chair

Over the year, UK businesses have been operating across a complex and rapidly evolving macroeconomic landscape globally, managing geopolitical tensions, volatility in energy prices, supply challenges, inflation and an enhanced regulatory environment. Against this backdrop, UK growth has remained modest and business confidence is subdued in some sectors.

The Board closely monitors these conditions and any potential impact on the company's long-term strategy, devoting time to these discussions and supporting the management team in strategic, proactive and agile decision-making that futureproofs operations.

The management team has continued to navigate the conditions with the same principles that have been the backbone of Galliford Try's track record to date – consistent focus on low-risk delivery, disciplined project selection, agility through a strong balance sheet, and a capital allocation policy that prioritises a strong cash position, investment in growth where it is right for the business, and consistent returns to shareholders.

Through careful adherence to these strong fundamentals and focus on strategic priorities, we are pleased to report our sixth year of growth and remain well-positioned to deliver our Sustainable Growth Strategy to 2030.

Revenue increased by 3% from £1,875.2m to £1,931.1m and adjusted operating profit increased by 21.9% from £40.6m to £49.5m. The combined divisional adjusted operating margin was up 53bps at 3.5% from 3.0% last year, driven by execution of our quality strategy in an improved contracting environment.

We continue to be well capitalised, maintaining our focus on disciplined cash management in line with our key capital allocation objectives. The Board's confidence in our balance sheet strength enabled us to implement a third share buyback programme in September 2025.

Under this share buyback programme, a total of 1,957,703 ordinary shares of 50 pence each were repurchased, and subsequently cancelled, at an average price of approximately £5.11 per share, and a total cost of £10m, balancing reinvestment in the business with returning excess capital to shareholders.

The Group also seeks to invest in organic growth and acquisitions. Our investment in a new steel fabrication facility in Keighley will support the Group's pipeline for higher margin adjacent market opportunities (page 27). The Board oversees an active M&A pipeline, ensuring that any transaction is complementary to existing activities, aligned to our Sustainable Growth Strategy to 2030, subject to robust challenge, and facilitates long-term shareholder value.

The acquisition of Nene Valley Fire & Acoustic Limited (Nene Valley Fire) in February 2026 is the latest example of this. This well-established fire protection business offers strong growth potential and enhances our existing passive and active specialist fire business (page 99).



A differentiated culture

A strong culture is key to the delivery of the Group's objectives, linking directly to how work is procured and delivered, how the business collaborates with its clients and supply chain partners, and its reputation and acceptance within the communities where it operates.

We consider the discussions held in our Employee Forum (page 101), which is chaired by Sally Boyle, Non-executive Director. The Group prides itself on being people-orientated, progressive and values-driven and this is obvious in our site visits where there is a clear and open culture, and strong camaraderie across all levels. This is reaffirmed by an employee advocacy score of 85% in the Employee Survey – an above market performance.

The Group's efforts facilitate diversity, equity and inclusion, which are embedded in the Group's culture, reflected in leadership, and supported by reporting.

Key areas of Board focus

The Board maintained close oversight of several priority areas, as summarised below:

- Safety remains a top priority and over the years Galliford Try has established consistent industry-leading performance, reporting historically low levels of incidents within the business last year. Given this low baseline, a small number of incidents resulted in an increased Accident Frequency Rate this year. The management team has sought to understand causes and trends, taking action in the Group's pursuit of no harm (pages 34 to 37). We will continue to monitor progress closely, indeed it remains linked to Executive remuneration.

- Cyber security is high on the Board's agenda. We are encouraged by the vigour and momentum dedicated to the continued testing of the Group's cyber security strategies, employee and supply chain education and awareness of online threats, and investment in technology and processes such as introducing password-less access to systems to reduce risk in practical ways.
- We remain committed to upholding the highest standards of corporate governance and have confirmed and documented our internal controls framework ahead of Provision 29 of the UK Corporate Governance Code becoming effective for our financial year ending 30 June 2027.

More details can be found in the Governance report.

Board and senior leadership developments

There were no changes to the Board during the year and, following review, we agreed the current Board members have the right mix of skills, expertise and knowledge for the company's future development.

The Board met with new Executive team members Cliff Wheatley and Thomas Faulkner, Managing Directors of the Building and Specialist Services businesses on several occasions including the Strategy Away Day (page 96). Both have proven to be strong additions to the Executive Board, following the retirement of Ian Jubb and the departure of Mark Baxter announced for December 2026.

Cliff has an excellent understanding of the Building business, following 19 years of dedicated service to the Group, including 12 years leading the Building North East business. He brings constructive challenge to the existing members, and practical views which strengthen the relationship between central decision-making and operational delivery.

Thomas is new to Galliford Try and brings fresh perspectives to our Specialist businesses, their growth plans and how they interact with other parts of the Group. He has quickly embedded himself into the team and wider businesses.

Increasing shareholder value

Having reviewed the Group's results and outlook, the directors are recommending a final dividend of 17.0p per share which, subject to approval will be paid on 4 December 2026 to shareholders on the register at 6 November 2026. Combined with the interim dividend of 6.5p per share paid in April 2026, this results in a total full year dividend of 23.5p per share, based on the adjusted EPS of 42.4p and 1.8x cover.

As a result of the strong cash delivery in the period, record order book and strong visibility of future revenue, we are announcing a share buyback totalling £15m over the balance of the current financial year.

Conclusion

All our businesses have performed well since the period end, underpinned by the Government's spending commitments in our chosen markets. We are confident in delivering further margin expansion as we make continued progress towards our 4.0% divisional adjusted operating margin target in 2030.



Alison Wood
Chair

Strategy in action

Generating attractive returns

We remain committed to delivering long-term value to all our stakeholders, including our shareholders. In line with this, we have returned circa £146m to shareholders since FY21 through a combination of dividends, including a special dividend, and three completed share buybacks. Our total shareholder return from 1 July 2020 to 30 June 2026 was 413%. This reflects our strong financial performance, the success of our disciplined capital allocation policy and confidence in the company's outlook.

c£146m

returned to shareholders since FY21.

413%

total shareholder returns from
1 July 2020 to 30 June 2026.



Market review

Building a more resilient UK

Following the change in leadership, the Government remains committed to building a stronger and more resilient economy, driven by investment in the construction industry.

In March 2026, the Government published the UK Infrastructure Pipeline, a 10-year forward look of investment into major UK capital infrastructure, developed with input from industry. It provides information on 734 planned projects covering £718bn of private and public sector investment over the next decade, a significant increase on the value of projects in the first Pipeline.

The Pipeline supports the UK Infrastructure Strategy through long-term committed funding to renew social and economic infrastructure, and reaffirms the commitments made in the 2025 Spending Review.

The Pipeline has been devised in conjunction with the National Infrastructure and Service Transformation Authority (NISTA), whose role is to provide more co-ordinated oversight and strategic planning for infrastructure projects, to drive better project execution, reduce bottlenecks, and improve overall efficiency in delivering national infrastructure. We have actively participated with NISTA to provide feedback on how to translate strategy into delivery, and identify measures to support flagship programmes such as the Ten-Year Infrastructure Strategy.



Market opportunity

Ageing social and economic infrastructure

Water

Long-term underinvestment in water infrastructure has resulted in an ageing asset base that requires frequent maintenance or replacing. Regardless of the political outlook and ownership structures of the regulated water companies, the requirement for water is acute and only set to grow.

- Clients must either build new assets or focus on asset optimisation to extend the operational lifespan of existing facilities.
- Poor asset condition is being exacerbated by heavier and more intense rainfall, which overwhelms ageing infrastructure, causing sewage discharge and flooding.
- Increasing periods of dry spells will drive investment in drought monitoring, planning and response activities to ensure supplies are not disrupted even in the driest of weather.
- Statutory standards and regulatory requirements set out by the Environment Agency, Natural Resources Wales and the Drinking Water Inspectorate are driving investment to reduce spills from storm overflows, improve wastewater

treatment standards and raise the quality of drinking water. Implementation of the Environment Act 2024 will provide a database of water quality information on a scale that England has never had before. The Act requires utilities to continuously monitor water quality upstream and downstream of the majority of storm overflow and sewage treatment works, which discharge into a watercourse.

Our response

- We are now one of the biggest contractors in the sector, with a national water quality upstream and downstream of the majority of storm overflow and sewage treatment works, which discharge into a watercourse.
- Targeted acquisitions have extended our specialist capabilities to include capital maintenance, asset optimisation and Mechanical, Electrical, Instrumentation, Control, and Automation, giving us the ability to work across the life-cycle of client assets, to improve asset efficiency, resilience and optimisation.

- Our investment in digitalisation, including digital twins and AI, is enabling us to: optimise processes for clients; improve safety during construction and in use; enhance quality through greater accuracy, achieve stronger governance and control; deliver greater efficiency; leverage skills nationally through remote working; and drive net zero carbon commitments.
- Our carbon capabilities are, in turn, enabling our clients to meet both their own net zero carbon ambitions and their objectives to deliver value for customers in the long run.



£104bn

of investment announced by Ofwat through the AMP8 period until 2030.

Source: <https://www.ofwat.gov.uk/ofwat-approves-104bn-upgrade-to-accelerate-delivery-of-cleaner-rivers-and-seas-and-secure-long-term-drinking-water-supplies-for-customers>

Transport

The Strategic Road Network provides 4,500 miles of critical routes and connections across the country that support UK growth and safe and efficient journeys for people and business. It connects towns, cities, ports and airports, with 81% of domestic freight in the UK carried by roads.

Key drivers of investment are to provide access to infrastructure that unlocks growth across the UK including housing, and significant investment in energy for upgrades and energy security.

The new £27bn Road Investment Strategy (RIS 3) places a clear focus on the maintenance and renewal of the Strategic Road Network, including an unprecedented investment of £8.4bn into renewals, targeting major structures and replacement of road surfaces, with £3.8bn set aside for key enhancement schemes that will increase capacity where it is most needed, tackling bottlenecks and promoting economic growth.

Sources: <https://www.gov.uk/government/publications/road-investment-strategy-3-ris3-2026-to-2031>; <https://www.gov.uk/government/publications/uk-infrastructure-pipeline>

In addition, 15% of the National Infrastructure Pipeline is allocated to transport covering a £24bn pipeline of capital funding from 2026-2030, to maintain and improve motorways and local roads, including £1bn to enhance the road network and to repair major structures.

The £15.6bn Transport for City Regions settlements devolve funding to nine Mayoral Combined Authorities, to invest in local and regional transport.

Our response

- We operate nationally, with local teams organised into three businesses streams of Strategic Infrastructure, Regional Infrastructure and Infrastructure Scotland, which reflects the way investment in the UK's road infrastructure is made.
- We have long-term relationships with strategic clients across this market, working with Local Authorities and being a long-term partner of National Highways.



£27bn

of spending announced in the Road Investment Strategy 3.



£40bn

of annual investment and a further £35bn.

Energy

The UK energy market presents a significant growth opportunity, driven by investment in electricity networks, renewable generation and decarbonisation.

The UK Government's Clean Power 2030 Action Plan highlights that delivery of the energy transition is expected to unlock approximately £40bn of annual investment through to 2030. This investment will support renewable generation, electricity networks, energy storage and enabling infrastructure.

Electricity transmission infrastructure alone represents a significant opportunity. National Grid has announced plans to invest up to £35bn between 2026 and 2031 to maintain, upgrade and expand the electricity transmission network, including major strategic reinforcement schemes under the Accelerated Strategic Transmission Investment (ASTI) programme.

Our response

- Galliford Try is well positioned to capitalise on this growth through its geographic reach, civil engineering capability and expanding framework presence.
- Early success includes our appointment as one of six contractors on National Grid's HVDC Lot 1 framework, a five-year framework to deliver £9bn of civil engineering works to the new convertor station programme.

Market review continued

Market opportunity

Ageing social and economic infrastructure continued

Education

The £20bn School Rebuilding Programme commits to rebuilding over 500 schools and a further 250 schools will be announced at the start of 2027.

In England, of the 64,000 buildings that make up the school estate, 43% were built before the 1980s and vary in age and design.

The National Audit Office (NAO) has reported that, following years of underinvestment, the condition of the estate is declining, with the estimated backlog currently standing at £13.8bn.

The Department for Education (DfE) has launched its new £15.4bn Construction Framework for building and refurbishing education facilities across England. The new framework is the longest ever procured by the DfE, with a potential eight-year duration.

UK Special Educational Needs and/or Disabilities (SEND) demand continues to rise sharply, driven by increases in education, health and care plans, and complex needs.

Over 1.8 million pupils in England have SEND equating to 20.8% of the school population and an increase of 5.2% since 2025.

In February, the DfE published the White Paper announcing £3.7bn in capital funding to be invested between 2025-26 and 2029-30 to create 60,000 specialist and mainstream inclusion places.

In Scotland, the condition of the school estate is generally improving. However, the Learning Estate Investment Programme has set aside £2bn to build new facilities.

Our response

- We are a multiple award-winning and market-leading provider of education facilities and play a significant role in renewing and expanding the school's estate across the country, working as a leading contractor for the DfE in England and the Hub procurement vehicles in Scotland.

- We are at the forefront of delivery of SEND facilities and have been involved with 18 projects delivering Special Schools, Additional Support Needs and Inclusive Learning Environments to the value of £306m over the last five years.

Sources: <https://www.nao.org.uk/reports/condition-of-school-buildings/?nab=1>; <https://www.gov.uk/government/publications/school-rebuilding-programme/school-rebuilding-programme>



£20bn

of investment announced in School Rebuilding Programme.

Defence

The Defence Investment Plan (DIP) has provided detail over the defence investment priorities in support of the Strategic Defence Review published in 2025. The plan sets out spending plans of £22bn on Defence Infrastructure over the next four years.

The Defence Estate Optimisation Portfolio is the single biggest estates change programme in defence, and the DIP commits to continued investment in this programme of £2.3bn in modern, sustainable infrastructure across key defence sites to meet future force structure requirements.

Further areas for investment include £2.7bn for Service families' accommodation, £1.4bn for single living accommodation, £1.5bn for technical capital works, and £10.3bn for facilities management.

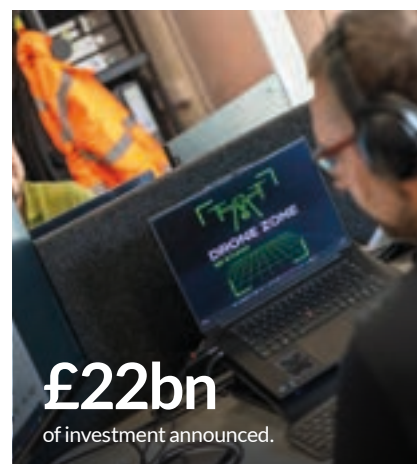
Naval infrastructure is set for huge investment (£26bn) over the next decade which will include multi-million pound upgrades of facilities across the UK's strategic bases. Air bases are in line to receive £10bn of funding to reverse decades of infrastructure decline.

Our response

- We have a proud history of partnering with defence clients to deliver the assets that protect the country and enable the UK's Armed Forces personnel to live, work and train.
- We understand how to operate in complex high-security environments and have the systems, processes and personnel to protect information and critical assets.

- We deliver projects in partnership with the Ministry of Defence and other defence estate suppliers, such as Thales UK and BAE Systems.

Sources: <https://www.gov.uk/government/publications/the-defence-investment-plan>; <https://www.gov.uk/guidance/defence-estate-optimisation-deo-portfolio>



£22bn

of investment announced.



Secure and Custodial

Prisons in England, Wales and Scotland are in a state of crisis. In England and Wales they are operating at roughly 99% capacity, with a population of over 87,000 as of late 2025. The Government aims to address this challenge by providing more prison places that are clean, decent and modern, through its 10-year Prison Capacity Strategy.

The original programme to build 20,000 places was launched in 2021, with only 6,000 places delivered. The Government has revised the strategy to deliver the remaining 14,000 places by 2031, by committing to:

- Four new prisons with 6,500 places.
- 6,400 places through new houseblocks on existing prison sites.
- 1,000 existing cells refurbished.

Maintenance work required to bring the prison estate to a fair condition requires £2bn of investment.

In Scotland, new prisons in Glasgow and Inverness will help, but not solve the overcrowding issues. The Scottish Government has provided £1.5bn to the Scottish Prison Service to manage the prison population, and £507m investment in community justice services, to support a move to more community based sentences and help reduce reoffending.

Our response

- Galliford Try has a long history of working in the custodial and judicial sectors, across prisons and courts throughout the UK.
- We understand the sensitivity of working in secure environments and have extensive experience of improving existing facilities and delivering quality and security throughout the custodial estate.

Source: <https://commonslibrary.parliament.uk/research-briefings/sn05646/>; <https://www.gov.uk/government/news/prison-expanded-to-create-uks-largest-jail-and-keep-public-safe>

Health

The NHS remains focused on the acceleration of the “care closer to home” agenda, and neighbourhood health infrastructure is becoming even more central to NHS reform.

This will see a transition from hospital to community care, providing access to primary care services closer to communities alongside improved community diagnostic capability.

The focus has been supported by funding commitments, including £750m for primary care modernisation and the Neighbourhood Healthcare Centre programme currently under consultation to deliver 120 new Centres by 2030. These programmes reinforce the ambition to move from treatment to prevention, expanding mental health support and incentivising good health, alongside achieving net zero goals.

In addition, the decade-long Health Plan, Fit for the Future, introduces focus on transitioning from analogue to digital and shifting from treating sickness to prevention.

Source: <https://www.gov.uk/government/publications/10-year-capital-plan-for-health-and-social-care>

Within it, over £5bn has been identified to support transformation priorities including diagnostics, urgent treatment centres, surgical hubs and emergency departments.

The 10-Year Health Plan explores the feasibility of using new Public Private Partnerships (PPPs) to deliver certain types of primary and community health infrastructure, including neighbourhood health centres, which captures our Investments capability.

Our response

- Having been active in the sector for the past 13 years, Galliford Try has delivered over £1bn and more than 1,300 bed spaces across England and Scotland for healthcare providers in Acute, Mental Health and Community care environments.
- This long-standing experience equips us to understand and navigate the unique drivers and technicalities that are part and parcel of working within a healthcare environment.



Market review continued

Affordable homes

There is a significant need for affordable homes across the UK. Delivery in England reached 64,762 homes in 2024-25, the highest level in a decade. However, this remains significantly below the estimated requirement of 200,000 affordable homes per year to meet demand.

The long-term shortage of affordable homes, coupled with increasing pressures on housing affordability, means the sector remains a national priority.

The Government has reaffirmed its commitment to delivering 1.5 million homes and is supporting the development of new towns and strategic growth locations across England.

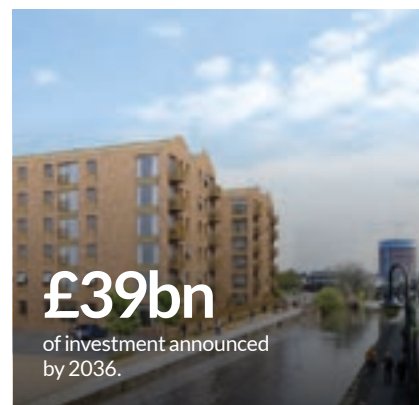
The £39bn Social and Affordable Homes Programme covering the period from 2026 to 2036, represents the largest investment in affordable housing for a generation.

Registered Providers continue to prioritise investment in new affordable homes. However, viability and competing demands, including building safety, stock decarbonisation, regulatory compliance, asset management and planning constraints, continue to affect development capacity. In response, the sector is increasingly exploring partnership models, land-led opportunities and alternative funding mechanisms to unlock sites and accelerate delivery, which captures our co-development capability.

Our response

- ➔ Over the past two years, we have built strong market access through a broad range of contracting frameworks and dynamic purchasing systems including, Communities and Investment Housing Consortium; Be First (Barking and Dagenham); Hyde Group; Sovereign Network Group; Homes England; and South East Consortium. These provide multiple routes to market with Registered Providers, strengthening our ability to secure opportunities aligned to our growth plans.

- ➔ Our Specialist Services businesses deliver the remedial cladding and fire safety improvements the sector is looking for.
- ➔ We have the skills to deliver land-led models for assembling developments, leveraging the experience of our Investments business in the Private Rented Sector, to assist Registered Provider partners.
- ➔ Our experience, coupled with our established supply chain, allows us to deliver the mid-rise housing schemes that are key to regeneration in our towns and cities.



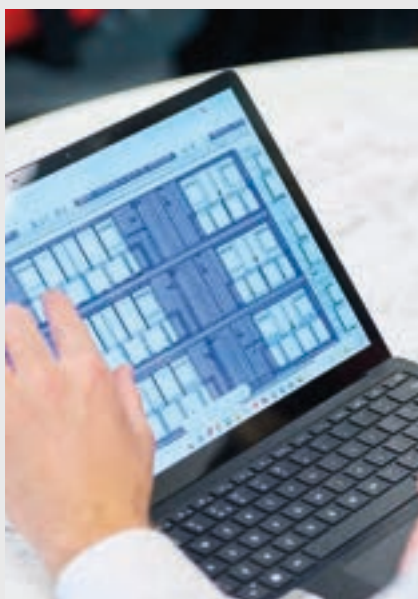
£39bn

of investment announced by 2036.

Source: <https://www.gov.uk/government/statistics/affordable-housing-supply-in-england-2024-to-2025/affordable-housing-supply-in-england-2024-to-2025>

Market opportunity

Changing regulation



Changes to fire safety

The Building Safety Act came into law in January 2022 and sets out safety requirements for landlords and owners of higher-risk buildings, resulting in a huge focus on fire safety across both new build and existing stock.

Our response

- ➔ Oak Facades, part of our Specialist Services businesses, provides design, fabrication and installation of new-build facades and cladding fire remediation projects.

- ➔ Our passive fire capability from Oak Fire Protection has been amalgamated with our recently acquired Nene Valley Fire business. Together, they are part of Galliford Try Asset Intelligence, which delivers active fire protection. This enables the enlarged business to offer complete fire safety solutions, creating a strong platform of expertise and self-delivery capability with growth potential.
- ➔ The market represents long-term, higher-margin annuity type revenue, due to the requirement for repeat services such as inspections and ongoing asset maintenance.

Drive for decarbonisation and action on climate change

The UK must achieve net zero carbon by 2050 and the Construction Playbook calls for contracts for construction and associated specifications to include measurable carbon reduction commitments.

According to the Construction Industry Council, the built environment is responsible for approximately 38% of global carbon emissions. Construction therefore has a major role to enable change.

Our response

- **Investing in knowledge:** we have heavily invested in our ability to design, build and maintain low-carbon infrastructure and buildings through selection of materials and construction methodologies, operational energy consumption and, where relevant, end-of-life decommissioning.
- **Our capabilities in FM, asset optimisation and retrofit** enable our clients to increase the lifespan of their facilities and to optimise their performance, including their environmental credentials. These skills are increasingly enabling our clients to achieve their carbon goals.
- **Our approach to digitalisation** for efficiency and adoption of new technologies, such as design rationalisation using our BIM tools and experience, helps us avoid over-specification and reduce materials consumed and waste created (page 13).
- **Adopting Modern Methods of Construction** such as off-site manufacture helps to minimise waste and uses materials more efficiently. It also mitigates against safety risk and adverse weather conditions by reducing time on site.



Market challenge

Skilled and experienced people are in high demand across the UK

Growing investment in construction is emphasising skills shortages that could significantly impact the delivery of UK infrastructure.

In the 2025 Spring Statement, the Government committed £625m in England over four years to boost existing training routes, ensure a sustainable flow of skilled construction workers and support employers to invest in training. The 2025 Spending Review specifically commits to training up to 60,000 skilled construction workers.

Our response

- **We have invested in our Employee Value Proposition (EVP).** Our EVP is the unique set of benefits that our people receive in return for the skills, capabilities and experience they bring to our business, so that we can promote retention and attract the right talent. As a result, 85% of our people recommend us as an employer and employee churn is in line with our objectives.
- **Our people-orientated culture**, including initiatives such as agile working and our focus on wellbeing, further support retention and make Galliford Try a more attractive employer, helping us to appeal to a diverse range of employees and broadening our pool of potential recruits.
- **Investment in our people's learning and development** ensures we have the skills we need and is seen as an attractive benefit to existing and potential talent.
- **A structured approach to succession planning** enables us to meet the future needs of our business with less likelihood of disruption to operations.
- **Our graduate, trainee and apprentice programmes** are voted as number one in the industry. They enable us to build our own talent pool. In addition, we actively promote our industry to school and college leavers, as well as graduates through social media, presentations, visits to our sites and careers exhibitions. Our approach breaks down stereotypes of the industry and presents it as an important enabler of the UK's plans for the future.

- **We continue to monitor and enhance our rewards package**, to improve our EVP. As well as salary and bonus, this extends to company car or car allowance, paid volunteering days, employee assistance programmes, private healthcare and discount schemes.



Market review continued

Case study

UK leading employee advocacy

Our 2026 Employee Survey results demonstrate that we continue to outperform the sector and UK for employee engagement.

Our employee advocacy score of how likely our people are to recommend us as a great place to work sits at 85%, compared to 74% across the heavy construction sector and 72% across UK companies.

These results come from an excellent participation rate of 85% with 3,688 of our people taking part.

Specific areas where we are doing well include safety, ethics, keeping our people informed, treating people well, the impact we make in our communities and cyber security.

We continue to act on feedback and recognise that there are areas we can enhance further, such as systems and processes, recognition and better showcasing of career opportunities. Encouragingly, these are areas in which we are already making changes.

85%

employee advocacy score.



Case study

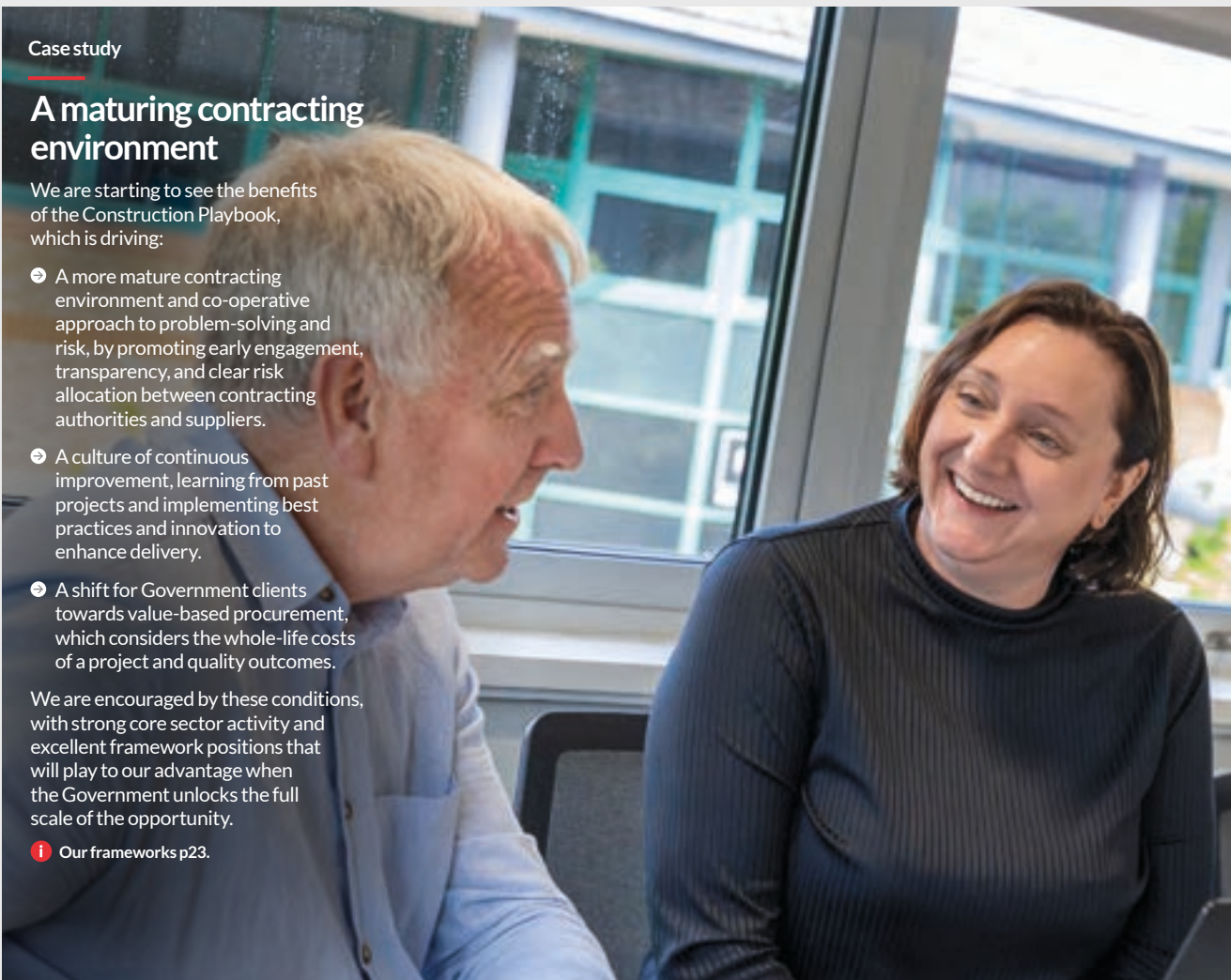
A maturing contracting environment

We are starting to see the benefits of the Construction Playbook, which is driving:

- A more mature contracting environment and co-operative approach to problem-solving and risk, by promoting early engagement, transparency, and clear risk allocation between contracting authorities and suppliers.
- A culture of continuous improvement, learning from past projects and implementing best practices and innovation to enhance delivery.
- A shift for Government clients towards value-based procurement, which considers the whole-life costs of a project and quality outcomes.

We are encouraged by these conditions, with strong core sector activity and excellent framework positions that will play to our advantage when the Government unlocks the full scale of the opportunity.

i Our frameworks p23.



Example of our framework visibility and participation

Sector	2026	2027	2028	2029	2030
 Environment (Design & Build)	AMP8			AMP9	
	DV2				
	SR21/ESD				
 Transport	Midlands Highways Alliance +	Midlands Highways Alliance +			
	YORcivil 3	YORcivil 4			
	National Highways SDF1	National Highways SDF2			
	Scottish Government Civil Engineering Framework				
 Energy	National Grid High Voltage Direct Current civil works supply chain framework				
	National Grid DPS Lot 3			National Grid DPS Lot 3	
	National Grid QUDM Substation Framework				
 Defence	Government Commercial Agency (GCA) CWAS 2	GCA CWAS 3			
	Defence Estate Optimisation Portfolio				
 Education	Department for Education Construction Framework 25				
	Scottish Hub Programme				
	Crescent Purchasing Consortium Construction & Capital Works				
 Commercial & other	Constructing West Midlands 2	Constructing West Midlands 3			
	Procure Partnerships		Procure Partnerships		
	Southern Construction Framework (SCF) 5	SCF 6			
	YORbuild				
 Custodial	GCA	GCA			
	Ministry of Justice Constructor Services Framework				MOJ CSF 2
 Health	NHSE ProCure23	NHSE ProCure24			
	NHS SBS Construction Works	NHS SBS Construction Works			
 Environment (Capital Maintenance)	AMP8			AMP9	
	Environment Agency Asset Operation Maintenance Response		Environment Agency Asset Operation Maintenance Response		
	Environment Agency MEICA	Environment Agency MEICA			
	Wessex Water Minor MEICA				
 Environment (Water Technologies)	Scottish Water MCC	Scottish Water MCC (DV4)			
	Anglian Water Operational Technology				Anglian Water Operational Technology
	Dwr Cymru Welsh Water MCC				Dwr Cymru Welsh Water MCC
	South West Water CWQM	South West Water CWQM (AMP8)			South West Water CWQM (AMP9)
 FM	GCA FM Workplace Services	GCA Facilities Management		GCA Facilities Management	
	Fusion21			Fusion21	
	Long-term PPP Hard FM and Lifecycle contracts				
	NHS Framework		NHS Framework		
 Security	CCS Framework for Security	GCA Security Services Framework		GCA Security Services Framework	
	NHS SBS Security Services			NHS SBS Security Services	
	AMP7 & AMP8 Security Frameworks				
	NHS NOE CPC Specialist Estates		NHS NOE CPC Specialist Estates		
 Affordable homes	Communities & Housing Investment Consortium (CHIC) Newbuild Development Framework				
	Homes England Dynamic Purchasing System				
	South East Consortium DPS			South East Consortium DPS	
	BeFirst, Barking and Dagenham Construction Works			BeFirst, Barking and Dagenham Construction Works	
	Hyde Main Contractor Framework			Hyde Main Contractor Framework	
	SNG Framework	Sovereign Network Group Development Contractor Framework			SNG Framework

● Secured ● Projected

Our strategy

Delivering Sustainable Growth

Our targets to 2030 are as follows:

Revenue

Growing to
in excess of

£2.2bn,

maintaining disciplined
contract selection and
robust risk management in
resilient market sectors.

Divisional adjusted operating margin

Increasing to

4.0%

by leveraging top line
growth, working in improved
contracting environments,
operational improvements
(quality, efficiency, digital and
technology) and accelerated
growth in higher-margin
adjacent market businesses.

Cash

Retaining a

strong

balance sheet and operating
cash generation.

Dividends

Delivering sustainable dividends
with earnings cover of

1.8x

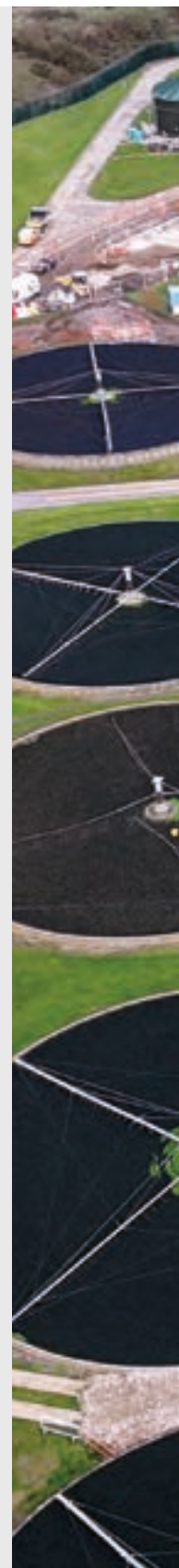
Our plan to achieve these targets is to:

- 1 **Grow revenue and margin in our three core businesses**
i p25
- 2 **Grow our specialist businesses in higher-margin adjacent markets**
i p26
- 3 **Re-enter the affordable homes market**
i p28
- 4 **Leverage our geographical and client footprint across the UK**
i p29
- 5 **Continue to grow earnings, capital allocation and returns**
i p29

Operating sustainably

Our strategy is underpinned by our approach to sustainability, which is to champion a people-orientated, progressive culture, operating in a socially and environmentally responsible way, and deliver high-quality buildings and infrastructure through a focus on quality and innovation, to provide sustainable financial returns.

i For more information see p32.



Strategic priority 1

Grow revenue and margin in our three core businesses



Building



Highways



Environment

Why we're pursuing this objective

There is long-term demand across our core areas of operations, driven by historic underinvestment in construction and a need to:

- Upgrade ageing assets and infrastructure.
- Provide resilience against climate change.
- Improve the UK's productivity.
- Stimulate the economy.

We understand these core markets and their risk profiles. We have skilled teams across these operations, established client and supplier relationships and leading framework positions which mean we can grow our business organically and steadily, without new risks. There is also scope to improve our own productivity to support growth.

There is a strong, supportive backdrop to our plans. The Government's Construction Playbook is driving a more mature contracting environment (see Market review) by promoting collaboration, innovation, and early contractor involvement, which is driving a more co-operative environment and attitudes towards problem-solving and risk management, where the need for our input and skills is better understood and valued.

Progress

- Revenue growth of 3% to £1.9bn.
- Profit growth of 22.6% to £41.2m.
- Record order book secured at £4.3bn.
- 90% of our projected work for FY27 in hand (2025: 92%) and 62% for FY28.

Thinking ahead

- **We will leverage our extensive framework positions**, long-standing client and supplier relationships, and repeat business in regulated and public sectors including water, defence, education, custodial, highways and health, to grow volumes and revenue.
- **Our commitment to contractual discipline**, risk controls and our selectivity about the work we pursue will ensure we only take on work we can deliver successfully and profitably.
- **We will continue to target multi-stage negotiation and early involvement** (page 11) which lower the financial risk profile of our work.
- **Our focus on quality, using digital tools and Modern Methods of Construction**, will help us do more work faster and to a higher standard, supporting top and bottom line growth.

Six

consecutive years of revenue and profit growth.

➤ See Operating review p62.

Our strategy continued

Strategic priority 2

Grow our specialist businesses in higher-margin adjacent markets



Capital maintenance and asset optimisation within the existing Environment sector



Specialist Services



Private Rented Sector (PRS)

Why we're pursuing this objective

We have highly sought-after capabilities in higher-margin markets that are complementary to our existing capabilities.

These adjacent markets offer a lower-risk path to expansion where there is strong demand (page 61) while mitigating the risks associated with entering entirely new, unfamiliar markets.

Across all three areas, we have the opportunity to leverage existing client relationships and framework positions, our brand, national presence, established processes, and supply chain to penetrate new markets, and also to sell more services to existing clients.

Why we're pursuing capital maintenance and optimisation within the Environment sector

Water companies face increasing regulatory pressure around failing infrastructure, water scarcity, flooding, water quality and customer bills, which is driving demand to optimise assets. Optimising assets is often more cost-effective, lower risk and less carbon intensive than building new infrastructure.

- Our competency in designing and building water assets equips us to keep assets performing, and make them work to their fullest potential.
- Our end-to-end capability is attractive as clients are increasingly seeking partners who can i) deliver across their entire asset lifecycle and ii) bring value to long-term programmes, rather than managing multiple suppliers and one-off projects.

Why we're pursuing niche Specialist Services (fire protection, digital infrastructure, security, FM and facades)

- In addition to the points on the left, many of these markets are fragmented and clients struggle to find national contractors like us who can deliver across their portfolio.

Progress

- We acquired Nene Valley Fire, a passive fire protection business and merged this with our Oak Fire Protection business. Together, they have become part of Galliford Try Asset Intelligence, which delivers active fire protection, enabling the enlarged business to offer complete fire safety solutions directly through an in-house team (page 99).
- We invested in a new manufacturing facility (see right).

Thinking ahead

While our 2030 targets do not rely on acquisitions, we will continue to assess acquisition opportunities in line with our strategic priorities.

Five acquisitions, all in higher margin markets, from 2021 to 2026.

- See page 61 for our bolt-on acquisition opportunity.



Strategy in action

Galliford Try invests in new manufacturing facility

We have invested in a new manufacturing facility in Keighley, West Yorkshire to support the expansion of our Fabrications business at a time when the water sector needs to deliver a high volume of infrastructure investment.

The new 18,000 sq ft facility extends Galliford Try Fabrications' geographical reach and production capacity across access metalwork structures including platforms, stairways, and gantries, while enabling the business to expand into the adjacent market of coated, fabricated and stainless steel pipework.

The investment strengthens our ability to support both internal businesses and clients across the construction industry, including water companies undertaking the renewal of vital infrastructure throughout the AMP8 cycle.

Greater in-house, off-site manufacturing capability also enables improved quality, efficiency and control over project delivery.

The acquisition of the new site closely follows the opening of Fabrications' second facility in Paisley, Glasgow, and builds on its long-standing base in Huthwaite, Nottinghamshire, demonstrating our commitment to organic growth through investment.

Our strategy continued

Strategic priority 3

Re-enter the affordable homes market



Affordable homes

Why we're pursuing this objective

We are strategically expanding into the affordable homes sector, targeting urban, mid- to high-rise developments rather than houses.

We plan to achieve this by leveraging our extensive experience in constructing apartment buildings for private sector clients, our well-established supply chain relationships, and our regional teams and office bases.

This expansion builds on our evolving private residential portfolio, through which we have delivered upwards of 3,000 homes since 2020 and strengthened our reputation for high-density urban projects.

Challenges

- ➡ The affordable homes market is about 18 months behind where we expected it to be, driven by external factors such as planning delays, funding decisions, and regulation such as the Building Safety Act. The market is now starting to show signs of progress albeit supply challenges mean availability of land is limited – see Thinking ahead.

Progress

- ➡ We have been appointed by Clarion Housing Group to construct 126 new homes for social rent at the City Place site in Chester. The £28m contract represents our first standalone scheme since we returned to the affordable homes sector.
- ➡ We have secured places on major frameworks, including a new £750m affordable homes framework by Sovereign Network Group, a £3bn affordable homes framework by The Hyde Group, the £3.2bn Communities Housing Investment Consortium (CHIC), and the Homes England Delivery Partner Dynamic Purchasing System.

Thinking ahead

Clients are reviewing how they can access funding and wider collaboration with partners such as land-led partnerships to increase supply to unlock projects. This aligns well to the skills we are already using to deliver land-led models for assembling developments, leveraging the experience of our Investments business in the Private Rented Sector, to assist Registered Providers (organisations that officially provide and manage social housing in England).



Strategic priority 4

Leverage our geographical and client footprint across the UK

Aligned to strategic priorities one and two, we will continue to leverage our extensive geographical footprint and strong client relationships across the UK. By tapping into established networks of clients and suppliers, as well as our experienced regional teams, we can efficiently target and deliver growth in our core and adjacent markets. Our national presence enables us to make the most of resource allocation, and where appropriate, scale operations in line with our growth goals.

Progress

- ➔ Acquired a base in Northamptonshire through the acquisition of Nene Valley Fire, which has merged with our Romford business to expand its offering.
- ➔ Opened a third manufacturing facility for our Fabrications business (page 27).
- ➔ Organically grown our Building East Midlands business across East Anglia through increased workload, particularly in the defence and custodial sectors.

Thinking ahead

We have mobilised a team from our Infrastructure business to prepare for the significant roads and energy opportunities arising in Scotland and further develop our presence, where Galliford Try already has a strong core offering in Building and Environment.

Our UK footprint



Strategic priority 5

Continue to grow earnings, capital allocation and returns

Progress

We have demonstrated a trajectory of growing returns, with circa £146m returned to shareholders from FY21 to FY26, while investing in organic and acquisitive growth (pages 12, 60 and 61).

Thinking ahead

- ➔ Coupled with our no-debt position and robust cash flow, we will continue to deliver shareholder returns in line with our capital allocation policy. Successful delivery of our targets over the period to 2030 will generate cash to support our capital allocation opportunities. In line with our policy, we intend to maintain our sustainable dividend policy cover at 1.8x adjusted EPS and to deploy the remaining capital through disciplined organic and acquisitive re-investment or through capital returns to shareholders.

Chief Executive's review

Focused execution of our strategy



Our excellent performance and sixth consecutive year of revenue and profit growth, confirms that we are in the right markets, and our disciplined risk management and high quality order book, supported by market demand and Government investment are driving growth. We continue to benefit from a strong balance sheet and excellent teams, and are well placed to deliver our 2030 targets."

Bill Hocking
Chief Executive

£1.9bn

Revenue increased 3% to £1.9bn in the year.

£4.3bn

We have a record £4.3bn order book (2025: £4.1bn).

23.5p

A full year dividend of 23.5p, up 23.7% on last year.

Our results demonstrate another year of strong progress, confirming that we have the right strategy, teams and market positions to deliver continued shareholder value.

Revenue grew 3.0% from £1.88bn to £1.93bn in the year. Divisional adjusted operating margin increased from 3.0% to 3.5%, showing strong progress towards our target of 4.0% by 2030. This translates to an adjusted profit before tax of £55.9m, up 24.2% from last year.

Adjusted earnings per share for the year were up at 42.4p (2025: 34.4p). Statutory earnings per share in 2026 were 41.7p (2025: 33.7p).

Our balance sheet remains robust with £259m of cash at the year-end, and, importantly, average month-end cash was £216m compared with £179m last year. This reflects the quality of the projects we select and how carefully we manage them. Building on this, we have a £25m Revolving Credit Facility which will provide further flexibility and resilience to our capital allocation policy.

Our balance sheet gives confidence to our clients, suppliers and employees, and, alongside our cash balance, we have PPP assets of circa £37m, no bank debt and no pension liabilities.

Our capital allocation policy is designed to maintain a strong balance sheet while delivering sustainable growth and returns to shareholders, through a disciplined approach to investment and dividend payment. As highlighted in the Chair's review, we recommended a final dividend of 17.0p, and invested in the acquisition of Nene Valley Fire (pages 26 and 99), a higher-margin, specialist business in an adjacent market, in line with our growth plans.

Further information can be found in the Financial and Operational reviews.

Delivering our Sustainable Growth Strategy to 2030

Growing revenue and margin in our three core businesses

Our core businesses of Building, Highways and Environment continue to demonstrate good progress, driving divisional adjusted operating margin up to 3.5% (2025: 3.0%), as a result of execution of our quality strategy in improved contracting environments.

Our strong market positions in water, highways, education, defence, custodial and health are supported by local and national Government spending plans to boost economic growth through investment in major infrastructure, increase resilience and enhance the UK's productivity. This leads to a secure outlook with our £4.3bn (2025: £4.1bn) long-term, high-quality, and focused order book providing good visibility and consistency to trading. We have already secured 90% of revenue for the next financial year, which reinforces our ability to be selective about the work we take on, ensuring it meets our stringent commercial criteria.

Growing our specialist businesses in higher-margin adjacent markets

We set out clear intentions for our Specialist Services as part of our wider growth strategy, acknowledging that margin expansion from this part of the business and from affordable homes would be biased towards the latter part of the strategy period, as adjacent market volumes start to come through.

We achieved several milestones this year, as set out in the Strategy section. We acquired Northamptonshire-based Nene Valley Fire, which we merged with our Oak Fire Protection business under the Nene Valley Fire brand. Together, they form part of Asset Intelligence, where Galliford Try already delivers active fire protection, enabling the enlarged business to offer complete fire safety solutions directly through an in-house team, nationally.

We anticipated the significant opportunity in capital maintenance and asset optimisation in Environment, as clients tackle the challenges of ageing infrastructure, underinvestment, tightening regulation and climate change.

Since 2021, we have completed four acquisitions in this area to align to the market opportunity. We now have a much sought after end-to-end service capability and a leading position in water, working with all of the major water and wastewater companies in the country.



In the year, we built on this position by investing in a new manufacturing facility in Keighley, West Yorkshire, which will extend Galliford Try Fabrications' geographical reach and production capacity across access metalwork structures such as platforms, stairways, and gantries, while enabling the business to expand into the adjacent market of coated, fabricated and stainless steel pipework. These products are staples of the industry and strengthen our ability to support both internal businesses and external clients as delivery grows (page 27).

Re-enter the affordable homes market

The delivery of more affordable homes, at pace, is a key Government objective. Since our re-entry to the market, our focus has been to establish relationships and create a strong pipeline to meet our plans. We marked three successes during the year: our appointment to a major new £750m affordable homes framework by Sovereign Network Group; a £3bn affordable homes framework by The Hyde Group; and our first contract, which is for 126 new homes for social rent at the City Place site in Chester for Clarion Housing Group. Viability and competing demands continue to affect development. In response, the sector is increasingly exploring partnership models, land-led opportunities and alternative funding mechanisms to unlock sites and accelerate delivery, which captures our co-development capability.

Leverage our geographical and client footprint across the UK

We leverage our geographic reach and diverse client base across the UK by sharing insights, relationships and delivery capability across our regions. Our national footprint provides scale, presence and visibility into emerging opportunities, while strong local teams maintain close client relationships and ensure consistent execution.

This allows us to win repeat work, enter new markets with established credibility and allocate resources efficiently across our portfolio.

Continue to generate growing shareholder returns

On 22 April 2026, we completed our third share buyback programme, which was initiated on 17 September 2025. Our dividend this year increased once again, bringing our total shareholder return for the period from FY21 to FY26 to 413%.

As a result of the strong cash delivery in the period and the enhanced order book, we are announcing a further share buyback totalling £15m over the balance of the current financial year.

This reinforces the Group's commitment to delivering growing shareholder returns, underpinned by confidence in future cash generation and our capital allocation.

A people-orientated, progressive culture

As we deliver our plans, we must stay focused on health and safety. While our performance remains strong, our Accident Frequency Rate and Lost Time Frequency Rate increased from historic low levels achieved in previous years. Given the low baseline, a small number of incidents contributed to an increased AFR of 0.06 (2025: 0.03) and LTFR of 0.17 (2025: 0.09). Analysis of the data behind these incidents does not identify any clear underlying trends. We nevertheless remain committed to reinforce our systems and processes. We are capturing learning in the renewal of our behavioural safety programme Challenging Beliefs, Affecting Behaviour, which drives a safety mindset based on awareness, training, coaching and visible leadership. We are encouraged that 94% of our employees believe health and safety is our top priority.

Employee advocacy remains high, with 85% of our people recommending us as a great place to work. In addition, we continue to be an excellent employer for early careers, and were ranked number one in our sector for both apprentices and graduates by TheJobCrowd, a scoring system based entirely on employee feedback.

We have many initiatives that foster a strong culture within our business. These are driven by our Grow Together programme, described in the People section.

Operating in a socially and environmentally responsible way

Our Environmental, Social and Governance (ESG) practices and performance help us to meet clients' procurement criteria, support a sustainable supply chain and make us attractive to employees. They also demonstrate our commitment to ensuring that our activities leave a positive legacy for the communities in which we operate and the natural environment. We retained our MSCI AAA ESG rating for the fifth year, as well as our CDP rating of B, and achieved the Green Economy Mark by the London Stock Exchange. Our progress is reported on pages 32 to 57.

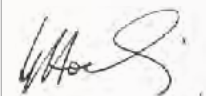
Executive Board changes

This year, we welcomed two new members to our Executive Board. Cliff Wheatley was promoted to succeed Ian Jubb as Managing Director of Building. Cliff has proven to be a strong addition to the Executive Board and has quickly embedded himself within the team. His appointment has reinforced the calibre of talent within our Group. Meanwhile, Thomas Faulkner has taken the role of Managing Director of Specialist Services from Mark Baxter, who retires at the end of the year, enabling a comprehensive transition in this important growth area, as we planned.

We thank Mark and Ian for their invaluable contributions.

Outlook

Our performance demonstrates that we have the right strategy and building blocks in place, supported by strong relationships with both clients and suppliers, as well as a favourable market position. This, coupled with our high-quality pipeline of work, gives us confidence in our ability to deliver on our ambitions. I extend my appreciation to our teams and partners across the supply chain, whose dedication, mindset and energy have been central to everything we have accomplished so far.



Bill Hocking
Chief Executive

Culture and leadership

CEO of the Year

Bill Hocking was named CEO of the Year at the 2026 plc Awards, which recognise the standout leader among FTSE100 and FTSE250 constituents. The award credits clear vision, and strong and successful leadership of the business.

Bill was recognised for his regard to "the needs of customers, employees, investors, the law, and communities" and for successfully enacting strategy and ensuring it is "owned throughout the company from top to bottom".

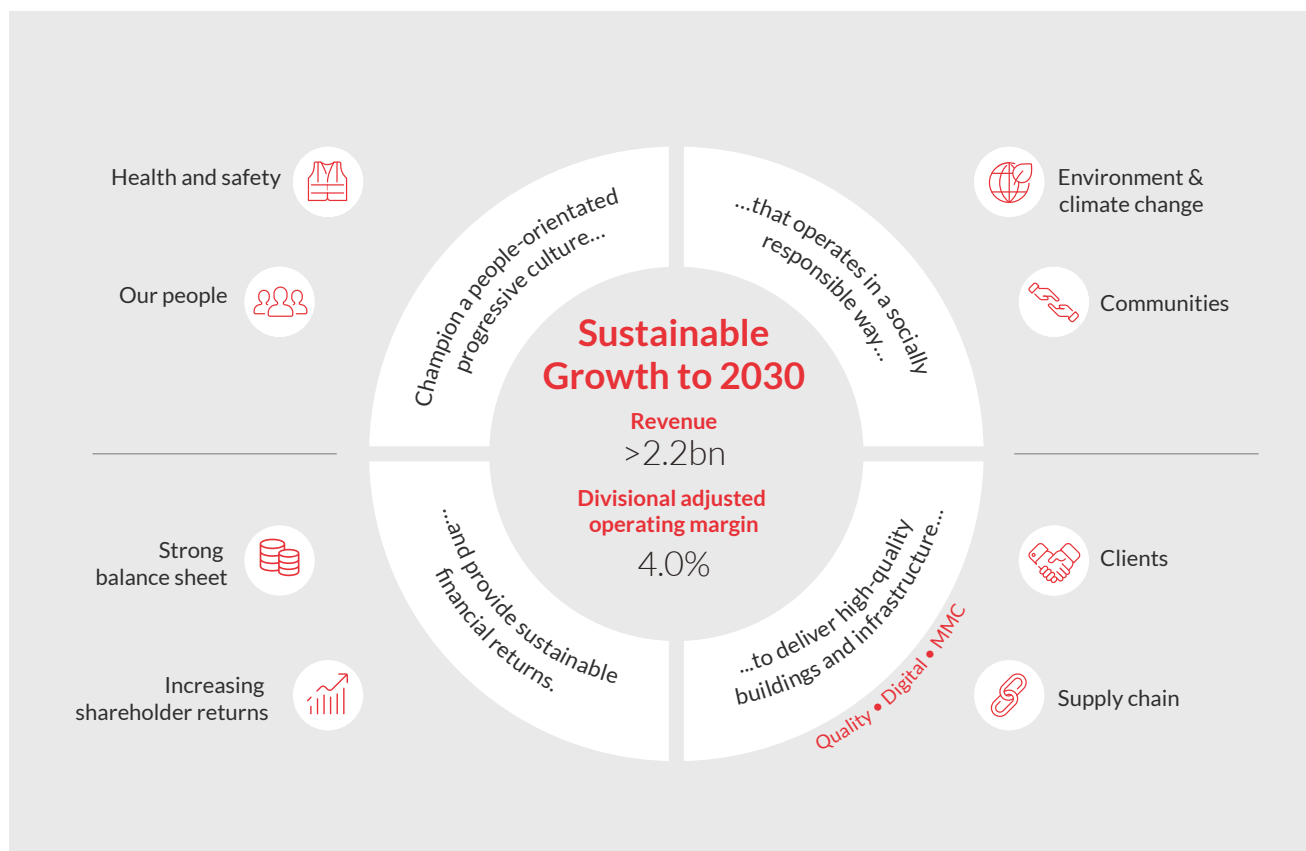
The process scrutinised succession planning with long-term, sustainable financial and societal success at its core, and ESG considerations in company decision-making.

Galliford Try was also named a finalist for Company of the Year, showcasing that "success is not a short-term phenomenon".



Operating sustainably

Sustainability underpins our strategy



Operating sustainably helps us to win work, engage our employees, benefit communities and the environment, and be more efficient. Environmental, Social and Governance (ESG) matters are therefore integral to our strategy and how we deliver long-term stakeholder value.

Oversight of ESG

The plc Board has ultimate responsibility for ESG, with day-to-day management delegated to the Executive Board and the ESG Committee.

The Committee meets four times a year and is chaired by the Chief Financial Officer. Its members include the Director of Sustainability, senior representatives from our operating divisions, and Support Services leads from Supply Chain, Low Carbon Construction, Environmental, Communities and Social Value, Human Resources, and Pre-construction.

Stakeholder materiality assessment

Under the plc Board's direction, we report our progress in six areas: Health and Safety, Our People, Environment and Climate Change, Communities, Clients and Supply Chain. The ESG Committee reviews the material issues and related KPIs for different stakeholder groups across these areas every year, to ensure they continue to reflect our stakeholders' priorities.

This year, the main changes were to add new stakeholder priorities in relation to value for money and collaboration, and to reflect the fact that some priorities in relation to carbon reduction, equity, diversity and inclusion, and human rights, while still important, are now just expected. The updated priorities are summarised on the page on the right.

Policies

Our BMS defines our approach to all key operations and sets out the standards we must adhere to. It contains our Sustainability Policy, as well as our policies and processes relating to each of the six areas listed above. Using the BMS ensures consistency, governance, control and effective risk management, by mitigating issues at source. We also communicate our policies via our Code of Conduct, new starter inductions and training, including refresher modules.

Recognition in the year

During the year, we maintained MSCI's highest ESG rating of AAA for the fifth consecutive year. MSCI's ratings assess a company's resilience to long-term ESG risks, scoring on an industry-relative scale from AAA to CCC based on their business model. We also maintained our CDP score of B and were included in the London Stock Exchange Green Economy cohort for the second consecutive year.



Stakeholder materiality assessment

Sustainability pillars	Priorities	Key stakeholder groups					
		Clients	Investors	Employees	Supply chain	Communities	Regulators
 Health and safety Page 34	Physical health and safety	↔	↔	↔	↔	↔	↔
	Mental health and wellbeing	↔	↔	↔	↔	↑	↔
 Our people Page 38	Equity, diversity and inclusion	↔	↓	↔	↔	↔	↔
	Human rights	↔	↓	↔	↔	↑	↔
	Talent, development and retention	↔	↔	↔	↔	↑	↔
 Environment and climate change Page 42	Carbon emissions	↔	↓	↔	↔	↔	↔
	Waste	↓	↔	↔	↔	↔	↔
	Water	↔	↔	↔	↔	↔	↑
	Biodiversity	↓	↔	↔	↔	↔	↔
 Communities Page 46	Employment	↑	↑	↔	↔	↔	↔
	Economic growth	↑	↑	↔	↔	↔	↔
	Disadvantaged or underrepresented groups	↔	↔	↔	↔	↔	↔
	Community engagement	↔	↔	↔	↔	↔	↔
 Clients Page 50	Innovation and efficiency	↔	↔	↔	↔	↔	↔
	Energy efficiency of built assets	↔	↔	↔	↔	↔	↔
	Quality, governance and compliance	↑	↔	↔	↔	↔	↔
	Value for money	N	N	N	N	N	N
 Supply chain Page 54	Responsible sourcing	↔	↔	↔	↔	↔	↔
	Fair payment	↔	↔	↔	↔	↑	↔
	Collaboration	N	N	N	N	N	N

Relative importance
● High ● Moderate ● Low

Movement in the year
↑ Increased ↔ Unchanged ↓ Decreased N New

Our key ESG ratings



AAA



B

Management
(Taking co-ordinated
action on climate issues).



The Green Economy Mark
recognises companies that derive
at least 50% of their revenue from
green products and services.



Health and safety

Our objective is to prioritise health, safety and wellbeing, and ensure no harm to anyone linked with our operations. We achieve this by prioritising our Lead Indicators, our behavioural safety programme Challenging Beliefs, Affecting Behaviour (CBAB), and our wellbeing initiative, Be Well.

Key UN sustainable development goals



Performance in the year

Accident Frequency Rate (AFR) and Lost Time Frequency Rate (LTFR) are the industry standard measures of safety performance:

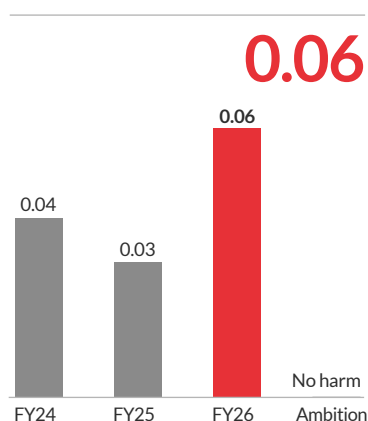
- AFR measures injuries resulting in more than seven days away from work or those specified by the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR).
- LTFR measures incidents that result in more than a day away from work.

Both metrics are calculated per 100,000 hours worked. Our commitment extends to all people across our sites and offices, so the AFR and LTFR include our own employees, subcontractor employees and visitors.

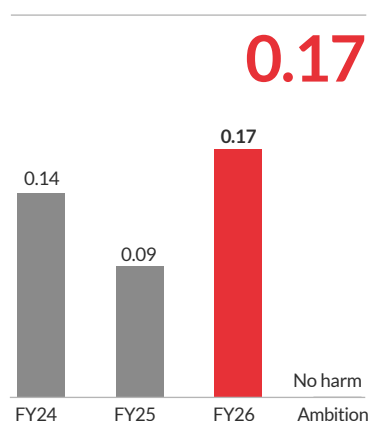
Our AFR and LTFR increased from historic low levels achieved in previous years. Given the low baseline, a small number of incidents contributed to an increased AFR of 0.06 (2025: 0.03) and LTFR of 0.17 (2025: 0.09). Analysis of the data behind these incidents does not identify any clear underlying trends. We nevertheless remain committed to reinforce our systems and processes and capture learning in the renewal of our behavioural safety programme. Across our business units, 12 out of 21 recorded an AFR of zero (2025: 13 out of 21). There were no fatalities in the year (2025: nil).



Accident Frequency Rate (AFR)



Lost Time Frequency Rate (LTFR)



Health and safety continued

Lead Indicators

Our AFR and LTFR enable us to measure and benchmark past performance. We use Lead Indicators to drive improvement in safety culture and behaviour. These span leadership, communication, competence, culture, contractors and planning, allowing us to proactively manage health and safety and ensure we focus on the factors within our control. The indicators are reported monthly to the Executive Board and at business unit level.

During the year, we worked with the Group HS&E Forum to strengthen our suite of Lead Indicators and replace those where we consistently achieve 100% compliance, to ensure we are targeting areas for improvement. These areas focus on our planning in advance, ensuring key risks are identified and reviewed prior to works commencing.

In addition, we have introduced verification of selected measures from each business, through our internal audit team.

Highlights from the period include:

- Conducting 1,675 director tours (2025: 1,654) and 60,468 Safe Behaviour Discussions (2025: 97,264). These provide visible leadership and are a powerful way for management to promote and maintain safe behaviours on site, by engaging with teams to reaffirm positive behaviour and constructively challenge any potential non-compliance.
- 100% of Site Safety and Environmental Reviews (SSERs) confirmed that senior project team four-week plan meetings are being conducted, demonstrating the ongoing commitment to put safety at the heart of project delivery.
- 90% of SSERs had positive ratings on all four of our 'back to basics' assessments – right person, right planning, right tools and equipment, and right workplace.

Other activities

Reviewing our behavioural safety programme

Our behavioural safety programme, CBAB, has been a core part of creating our strong safety culture since 2012. The programme recognises that most safety incidents occur because of individual actions and aims to change people's beliefs and behaviours, to keep everyone safe.

We have started a full review of CBAB, with the intention of using the behavioural safety mindset to enhance our performance in closely linked areas, such as quality, wellbeing and environmental. This will help ensure we do the right thing in all aspects of our work. We will retain the tried and trusted principles that have served us well since we created CBAB, while refreshing our approach with new topics and learning from recent incidents.

Case study

Preventing service strikes

Accidental damage to services such as gas, water and electrical utilities is an industry-wide critical safety risk. In February 2026, we held Service Avoidance Week, to enhance our focus on prevention using safety stand downs, targeted training sessions, audits, toolbox talks, and visits from Senior Leadership, including the members of the Executive Board. Daily 'lunch and learns' drew up to 800 attendees and an app was built as a permanent source of information, provided straight to our colleagues' phones.

Key supply chain partners were invited to our sessions, which sparked debate around behavioural change and how innovation can support safer practices across our industry. This type of discussion helps us to challenge ourselves and continually improve safety standards.

To reinforce our approach, we have since launched a new module in our award-winning Choose the Safe Path virtual reality training, filmed on a Galliford Try site. The interactive and immersive training helps participants to understand the risks and the actions they should take to avoid an incident.

30%

decrease in service strikes following our campaign.



Enhancing our monitoring approach

In 2026, we updated our monitoring standard, which sets out our approach to monthly site inspections and audits. This ensures our HS&E advisors are rigorously focused on the critical risks that could cause serious injuries, fatalities or environmental incidents. These include working at height and falling objects, plant pedestrian interface, lifting, electrical, services and water management.

In addition to external audits including those from BSI, we have also increased the number of audits we carry out to 23, having trained many of our HS&E team members in internal audit.

Focusing on health and wellbeing

Health and wellbeing remain at the heart of our culture, with a continued focus on creating a supportive environment where our people can thrive. Our Wellbeing Lead plays an active role in shaping industry-wide improvements, chairing the Build UK Drug and Alcohol Working Group and working collaboratively with the DIO MPP Mental Health and Wellbeing Forum to improve access to wellbeing support across the defence sector. We have also contributed to the wider industry agenda through involvement in the consultation process for the new Joint Code of Practice for Mental Health in Construction, helping to influence best practice and drive higher standards of mental health support across the sector. Through these partnerships and initiatives, we continue to strengthen our commitment to supporting the physical, mental and emotional wellbeing of our workforce and supply chain.

What's next?

We will:

- Launch the updated CBAB programme.
- Work with the business units to ensure the BMS remains fit for purpose, as the Group grows.



Enhancements to our BMS

Our HS&E BMS has a strong foundation and plays a critical role in protecting people, the environment and the communities we work with and keeping the business compliant. As the organisation grows and diversifies, we want to ensure the processes within our BMS remain suitable, robust and aligned to new operational requirements.

In June 2026, we held a Group-wide summit, bringing together a team of senior leaders from across the business to help shape how our HS&E BMS evolves. The discussions covered:

- How the HS&E BMS is working in practice.
- How clear and usable it is for people who rely on it daily.
- How well it supports confident, proportionate decision-making.
- How it scales across different delivery models.
- Where there is potential for pressure and friction.
- How the HS&E BMS needs to evolve to remain clear, usable and proportionate.



Our people

Our objective is to create a progressive, people-orientated and inclusive culture that enables individuals to reach their potential.

Key UN sustainable development goals



Performance in the year

Employee advocacy

Employee advocacy is a powerful indicator of how engaged employees are, measuring how likely they are to recommend our business as a great place to work.

At Galliford Try, this is driven by our Employee Value Proposition (EVP) 'Grow Together' which delivers on our pledge to be a people-orientated, progressive employer driven by our values and combines the unique selling points that differentiate us as an attractive company to work for.

Grow Together is shaped by our Employee Forum (page 101), feedback from our employee survey, insights from working sessions from all levels in our business, data and analytics as well as best practice.

In our 2026 Employee Survey, we achieved an employee advocacy score of 85%, compared to a sector average of 74% and UK average of 72%. This is the fourth year in a row that we have outperformed the sector and wider UK industries. Our engagement score, which is made up of a number of factors including employee motivation, commitment to our vision and pride in the company, was also above the sector average at 72%. This compares to 63% for both the construction sector and UK companies.

Data-led insights like this demonstrate we are earning a place as a destination employer, not only within the industry but across the UK.

Gender diversity

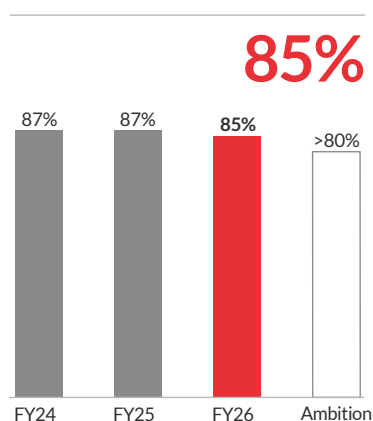
Employing more women in our business is key to accessing diverse skills and talent. This year, the proportion of women stands at 23.8% (2025: 23.0%). We continue to prioritise increasing the number of women in our organisation, by:

- ➔ implementing policies and practices that support women;
- ➔ providing career development opportunities to retain and advance women; and
- ➔ developing our culture to ensure women choose to have long-term careers at Galliford Try.

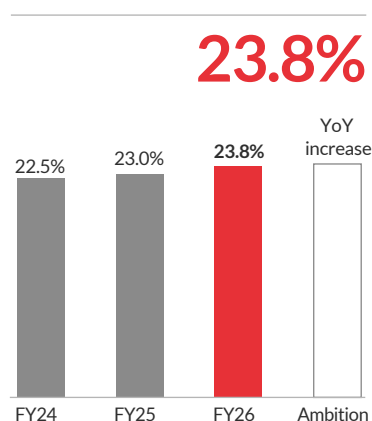
Many of these initiatives both support our objective to increase the number of women who come into our organisation and form part of our broader actions in relation to equity, diversity and inclusion, which are outlined in following sections.



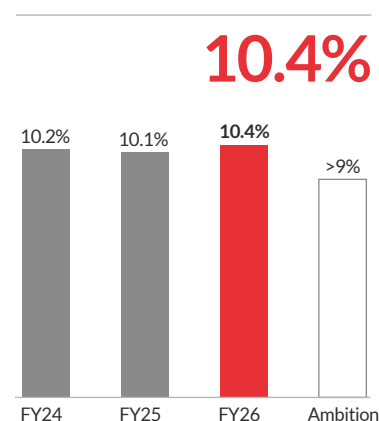
Employee advocacy



Women as a % of total employees as at 30 June



Early careers as a % of total employees



Our people continued

Gender	Women	Men
plc Board	2	4
Senior grades (A-D)	94	647
Total company	1,029	3,273

Since 2020, we have reduced our mean gender pay gap from 28.8% to 23.3%, and our median gender pay gap from 32.2% to 27.0%.

Early careers

We continue to target early careers as a way of improving diversity and inclusivity, by attracting diverse groups to our business and then supporting them with structured development programmes and career paths to progress to senior levels. Early careers roles represent 10.4% of our total workforce (2025: 10.1%). To promote gender diversity and inclusion within our early careers talent pool, we are collaborating with careers platforms HigherIN and Gradcracker to develop targeted recruitment initiatives. These campaigns are designed to attract a balanced and diverse pool of female candidates, ultimately enhancing our overall candidate mix and contributing to a more representative workforce.

For the third time, we received a Platinum Award through The 5% Club's Employer Audit Scheme, which recognises the UK's best employers of apprentices, graduates and degree placement students. The award reflects our approach to inclusion and social mobility, the quality of training and development, and future growth of 'earn as you learn' opportunities.

In addition, this year we have retained our position as one of the UK's best employers for Early Careers, achieving the number one spot for both apprentices and graduates in the Construction and Civil Engineering sectors in this year's JobCrowd rankings.

Other activities

Inclusive Leadership capability

We were awarded Silver accreditation by Clear Assured, the Equity, Diversity and Inclusion (EDI) platform, for demonstrating strategic commitment to EDI procedures, and active engagement of leadership in the promotion of EDI.

All leadership teams in Galliford Try including Executive Board, Divisional Boards and Business Unit Boards have participated in Inclusive Leadership sessions designed to widen and constructively challenge knowledge of how EDI influences business performance, including self-evaluations and action points.

During 2026, we continued to cascade the training throughout the business, making progress with delivering the sessions to the next layer of leadership roles.

Active bystander

We delivered active bystander workshops for all our people, having commenced roll-out in 2025.

The workshops are designed to increase the representation and retention of underrepresented groups in the workplace, by equipping employees to recognise, challenge and prevent inappropriate behaviours, bias, exclusion and discrimination, while fostering a more inclusive, respectful and supportive working environment.

Data collected following the sessions shows a 13% increase in attendees' confidence to intervene when they see something they feel is wrong. The workshops are now mandatory for all new employees, as part of their induction.

Flexible and agile working

We offer a flexible and agile approach to work, through arrangements such as job shares, compressed hours, sabbaticals, remote working and return to work programmes. This enables our people to build careers while balancing their personal needs, preferences and circumstances. All our roles are advertised with the option of flexible and agile working, and our managers start from a point of saying 'yes' to an agile working request.

Agile working applies to all our people but it can be a particularly effective way to attract and retain more women.



Case study

GTPlus – a new rewards platform

In response to employee feedback, we launched 'GT Plus' – a new and improved employee discounts portal that provides a wider range of savings, offers, cashback and an improved user experience, plus access to Galliford Try reward and benefit information.



Supporting career development

Our Careers without Compromise approach provides clarity on how to build a successful career development plan, the resources and roles that the individual, and the role the line managers and the business play in enabling plans to become reality. Our Career Paths give our people an in-depth view of different routes they can take to progress their careers within Galliford Try. Success Factors outline the key technical and behavioural skills required, which can easily be translated into Personal Development Plans. This approach enables our people to gain the full benefit of our programmes and tailor their learning to their needs and aspirations.

In addition to these initiatives, our self-service Learning and Development portal, The GT Academy, gives our people access to a wider variety of development opportunities and self-assessments, at any time and from anywhere.

Promoting internal mobility

Supporting our people to move to new roles in Galliford Try helps us to retain and develop talent, accommodate people's changing needs regarding location or working patterns, and increase employee satisfaction, productivity and engagement. We therefore continue to promote 'Explore', our internal mobility programme and have made 45 appointments in the year.

Continuing our commitment to Ex-Military personnel

Ex-Forces personnel bring valuable skills to our business and we are committed to supporting their successful transition into civilian careers. Our Ex-Military programme has received Gold in the Defence Employer Recognition Scheme, the highest honour for organisations that demonstrate support to the Armed Forces Community.

We are also proud to have maintained our position as one of the UK's Top 50 Employers of Veterans, as part of the prestigious GREAT British Employers of Veterans programme. This annual ranking celebrates organisations that demonstrate a strong and sustained commitment to supporting former service personnel, reservists and military families.

Resourcing

We continue to develop our approach to resourcing, enabling us to attract the best talent with a range of backgrounds and experience. During the year we launched an improved recruitment process, including a two-stage interview. This starts with a values-based interview, followed by a technical capability assessment, to further reinforce our inclusive culture. We look forward to reporting our progress across all areas next year.

What's next?

As part of Grow Together, we will:

- Continue our journey to achieving Gold status under Clear Assured.
- Continue to embed our inclusive culture, by continuing to upskill leaders and our workforce, and enhancing our approach to inclusive recruitment.
- Launch our Menopause Action Plan, supporting career development for all women at all levels.
- Further promote GTPlus.

Case study

Neurodiversity Celebration Week

Neurodiversity Celebration Week aims to challenge stereotypes and misconceptions about neurological differences, transform how neurodivergent individuals are perceived and supported, and create more inclusive and equitable cultures.

This year, our activities included a presentation to 500 employees on neurodiversity, which generated a high level of engagement and feedback. Our business units also ran local events, bringing together clients and suppliers for powerful and thought-provoking neurodiversity discussions.





Environment and climate change

Our objectives are to adopt sustainable resourcing and consumption practices and take measures to mitigate carbon emissions and climate change, to protect our environment and biodiversity.

Key UN sustainable development goals



Performance in the year

We report our carbon and energy data in calendar years. The following section therefore describes our carbon and energy performance for the calendar year 2025 unless otherwise stated. The disclosures required under Streamlined Energy and Carbon Reporting can be found in the Directors' Report on page 129, along with information on our methodology and external verification.

Our greenhouse gas emissions performance is highly important to us and our clients, who expect us to support them in meeting their own carbon-reduction objectives. Carbon management is therefore part of our BMS, giving us a consistent approach across the Group and setting the minimum expectations for every project.

Climate change mitigation and adaptation also presents significant opportunities. For example, our Environment business helps clients to increase the capacity and resilience

of water and sewerage systems, while many of the buildings we construct must meet clients' energy efficiency targets or stringent environmental accreditation standards. In June 2026, we received the London Stock Exchange's Green Economy Mark for the second consecutive year, maintaining our place in a select cohort of businesses deriving at least 50% of their revenues from activities that benefit the environment.

Scope 1 and 2 carbon emissions

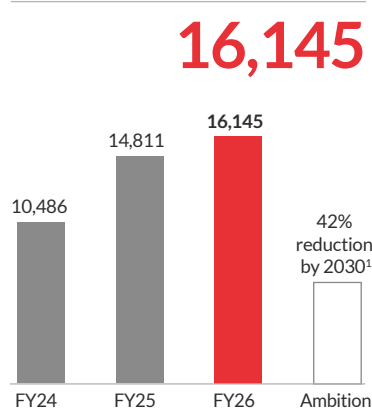
Our Scope 1 emissions predominantly relate to fuel use in company cars and vans, and on-site plant and equipment. Our Scope 2 emissions relate to consumption of electricity across our sites and permanent offices, as well as charging of electric and plug-in hybrid electric vehicles (PHEVs).

As almost all our purchased electricity is renewable, we use market-based Scope 2 emissions within our headline Scope 1 and 2 emissions KPI. This also aligns with our science-based target, which reflects market-

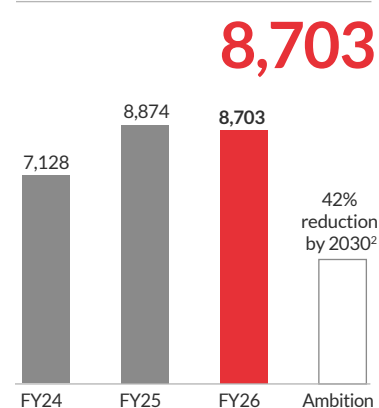
based Scope 2 emissions. In 2025, our total Scope 1 and 2 emissions increased by 8.1% on a market basis and by 9.0% on a location basis.

Scope 1 emissions from company cars and vans have continued to fall, with a 2.6% reduction in 2025. This overall reduction is the net effect of lower mileage in petrol and diesel company cars, offset by an increase in fuel consumption in our diesel van fleet, due to growth in our Infrastructure businesses. The reduction in company car mileage is largely the result of a refinement in our expenses system which now allows us to accurately distinguish between mileage claims relating to company cars and mileage claims relating to personal vehicles where the driver receives a cash allowance. This change has resulted in c762 tCO₂e that would previously have been reported in Scope 1 now being reported under business travel (Scope 3). We have now largely completed the transition of our company car fleet to EVs and PHEVs, which made up 99.7% of our company cars as at 30 June 2026.

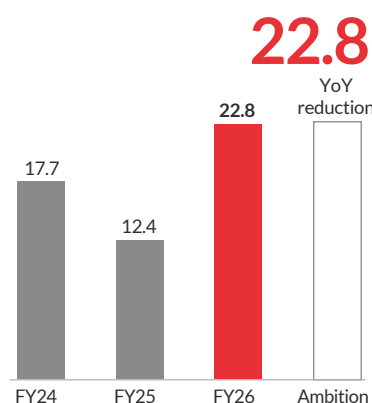
Scope 1 and 2 carbon emissions (market-based) (CO₂e tonnes)



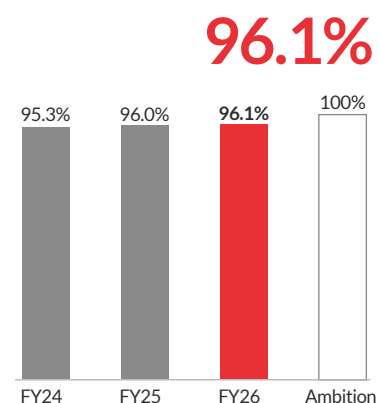
Verified Scope 3 carbon emissions (CO₂e tonnes)



Waste intensity (tn/£100k revenue)



Waste diverted from landfill



1 42% reduction by 2030, based on 2021 baseline.

2 42% reduction in total scope 3 by 2030, based on 2021 baseline.

Environment and climate change continued

Emissions relating to the use of diesel on our sites increased 17.0% to 10,747 tonnes CO₂e (2024: 9,185 tonnes CO₂e) in the year. This was driven by the growth in our Infrastructure businesses, which are more reliant on off-grid temporary power generation. We have also seen an increased need for off-grid power generation in some of our Buildings projects, where connections to the electricity grid have been delayed.

We remain committed to our net zero route map ambition to achieve diesel-free construction by 2035. To support the achievement of this ambition, we have:

- ➔ Mandated that all diesel generators over a certain size must be part of a hybrid system, incorporating battery storage. This allows the generators to run at maximum efficiency but for less time, resulting in lower diesel consumption.
- ➔ Successfully deployed our first hydrogen-powered generator, as described in the case study below.
- ➔ Introduced quarterly fuel reports, which give us a better understanding of our usage down to a project level. This is enabling us to identify areas for targeted improvement and gives ownership to the business units.

Our Scope 2 emissions reduced by 8.2% on a location basis, and by 5.1% on a market basis. The reduction in emissions is the net effect of a 7% increase in electricity consumption, resulting from increased EV charging, offset by a reduction in both the location-based and market-based emissions factor for UK electricity.

Our policy is for all electricity we procure directly to be renewable. In 2025, we purchased 91.1% of our electricity on renewable tariffs (2024: 90%). Even though we have renewable contracts, reducing our electricity use is still the right thing to do, as it lowers costs for us and reduces pressure on the grid.

At around half of our offices, we are recharged by our landlords for the electricity we use. Although this energy may be renewable, we are unable to evidence this because we do not have contracts with the suppliers and therefore we do not treat this consumption as renewable energy in our calculation of market-based emissions.

Our emissions intensity

We measure our emissions intensity in tonnes of carbon dioxide equivalent (tCO₂e) per £100,000 of revenue in the corresponding calendar year. This takes account of our business growth and helps us to assess our underlying emissions performance.

In 2025, our Scope 1 and 2 (market-based) emissions intensity increased by 8.4% to 0.86 (2024: 0.79), reflecting the growth of our Infrastructure businesses which have more carbon-intensive operations.

Our net zero targets

Our target is to achieve net zero for Scopes 1 and 2 by 2030. While this target does not meet the requirements of the Science Based Targets initiative (SBTi) Net-Zero Standard because it does not include Scope 3 emissions, it reflects the core principles of that standard. Our approach is to reduce emissions in line with a 1.5°C pathway, and any residual emissions remaining at the target year will be neutralised using high-quality carbon removal solutions.

Despite the recent increases in our Scope 1 and 2 emissions, we have reduced them by 47% since 2012 and by 55% on a like-for-like basis, adjusting for acquisitions, disposals and improvements to methodology.

Meeting our 2030 target is very challenging in a rapidly growing business, in an industry with emissions that are hard to abate. However, this target remains important to us as it sets our ambition and drives improvement actions.

We are required to review our science-based targets by 2028. The SBTi has reviewed its Corporate Net Zero Standard and the revised standard acknowledges the difficulties faced by high-growth companies. We see this as an opportunity to refine our targets, so they take into account growth while continuing to drive ambitious actions on emissions reduction.

Verified Scope 3 emissions

We include certain categories of Scope 3 emissions within the external verification process, where we have sufficiently reliable source data. For example, we use business travel expense claims and information on employee commuting to calculate emissions using a distance-based method.

Our verified Scope 3 emissions reduced by 1.9% to 8,703 tonnes CO₂e (2024: 8,874 tonnes CO₂e).

The reduction was driven by a 1,072 tCO₂e reduction in emissions relating to employee commuting, which was offset by a 918 tCO₂e increase in emissions relating to business travel. This increase was largely the result of being able to distinguish between company cars and personal vehicles more accurately as outlined above.

Case study

Hydrogen power trial: reducing reliance on diesel

We trialled a green hydrogen fuel cell generator on the A5036 Park Lane project for National Highways to test a viable, zero-emission alternative to traditional diesel generators, which remain a major contributor to emissions on construction projects.

The hydrogen system powered the site compound and EV charging points, using green hydrogen produced from renewable energy. This enabled the project to significantly reduce fuel-related emissions while maintaining reliable day-to-day site operations and also delivered quieter operation, no technical issues and reduced maintenance requirements, demonstrating that low-carbon temporary power can be practical as well as environmentally beneficial.

**Two
tonnes**
CO₂e per week saved.

42%
This trial supports our
target to reduce emissions
by 42% by 2030.



Full Scope 3 emissions

In 2022, we estimated our full Scope 3 emissions, using a spend-based approach supported by the GHG Protocol Corporate Accounting and Reporting Standard for initial carbon footprinting. This gave us the following insights:

- ➊ Scope 3 emissions represent circa 98% of our total carbon footprint.
- ➋ Emissions relating to the materials and subcontracted services that go into our projects represent circa 96% of our total carbon footprint.
- ➌ Concrete and steel are by far the largest source of emissions, due to the volume we use and their high carbon intensity.

The spend-based methodology has significant weaknesses. For example, it does not distinguish between steel produced using fossil fuels and electric arc furnace steel, which has a carbon saving of up to 77%. We do not therefore report our spend-based estimated full Scope 3 emissions, as we continue to focus on developing a quantity-based approach.

We have introduced mandatory reporting across our sites, which covers all fuel, concrete, steel, electricity and water procured by us and by our subcontractors. This is giving us a clearer picture of the quantities used, although we have further to go to improve the quality of data. In the meantime, we have provided education and training to help make the right procurement decisions and to ensure they are recorded accurately.

We continue to work with suppliers to encourage greater availability of lower-carbon products and take part in the Low Carbon Concrete Group, an industry initiative to reduce the environmental impact of this key material.

Waste

Our waste intensity increased from 12.4 tonnes per £100,000 of revenue in calendar year 2024 to 22.8 tonnes per £100,000 of revenue in calendar year 2025. The increase is largely driven by a number of large infrastructure projects where the nature of the project meant that excavated material could not be re-used on site and had to be recycled off-site. Waste continues to be an area of focus, with increased use of Modern Methods of Construction, especially off-site manufacture, which can reduce the volumes of waste produced. Our focus on Right first time also reduces waste, by enabling greater accuracy of materials required.

We also manage our waste streams to maximise recycling and minimise waste to landfill, with 96.1% of our waste diverted from landfill (2025: 96.0%).

Other activities

Enhancing our approach to green site setup

Our green site set-up guide has been in place for several years, helping our teams consider the environmental impact of how they set up a work site. In 2026, we turned this from guidance to a mandatory process in our BMS. Every project must now grade its environmental plan and receives a colour-coded rating for each element, from blue for best practice to red, which requires Managing Director approval to proceed. This shows our teams where they can improve and encourages them to consider the options available. For example, where a site cannot get an electricity grid connection, using smart power controls and an optimal hybrid generator set-up will improve its rating.

Reducing carbon through 'One in a Million'

We continue to run this employee engagement initiative, which we launched in 2024. It challenges our project teams to identify innovative ways to reduce carbon, which they report so we can share best practice around the Group. The target is to identify at least one tonne of carbon savings per £1 million of revenue on participating projects. During 2025, 11 projects identified potential carbon savings of 3,673 CO₂e, equivalent to 12 tonnes per £1 million of revenue.

Developing our carbon data lake

We continue to develop our carbon data lake, in support of our carbon reporting needs. The data lake holds data in a wide variety of formats, from unstructured data contained in images to structured data in spreadsheets and databases. We have developed a number of dashboards that leverage the data lake and will continue to develop the suite of reports, as we expand the number of data sources included.

CDP scoring shows our continued progress

We continue to participate in the CDP, a global disclosure system for organisations to manage their environmental impacts. This year we achieved a B rating for the third year running, showing our sustained commitment to climate transparency and action.

Importantly, our latest submission shows improvement in eight of the 16 assessment categories, with 11 categories now rated B or higher. These improvements reflect our increasing maturity in areas such as risk management, collaboration and transparency, demonstrating that although our overall score remains unchanged, our climate approach continues to strengthen year on year.

Biodiversity

We understand the need and our legal responsibility to protect biodiversity in our design and construction activities. Our delivery teams engage with our specialist environmental teams at the earliest phase of projects, to identify and manage risks, minimise our impact throughout the project lifecycle and implement opportunities for positive change. We engage with our specialist supply chain to undertake preliminary ecological and Biodiversity Net Gain (BNG) assessments, building these outputs into our project design and delivery. Where necessary, we produce project-specific species protection plans. We also undertake training and awareness for our people and supply chain, covering protected species, habitats, BNG and invasive species.

Biodiversity campaign

To raise awareness of biodiversity and its importance to our work, we ran a week-long campaign during the year. This focused on BNG and encouraging nature through volunteering opportunities, as well as a competition for the best biodiversity example.

What's next?

We will continue to:

- ➊ Encourage and capture carbon reduction opportunities through our One in a Million initiative.
- ➋ Develop our carbon data lake and improve carbon reporting across all scopes.
- ➌ Develop carbon supply chain engagement plans for all construction business units.
- ➍ Develop our offsetting strategy, in support of our net zero targets.

We will also review and update our science-based targets, to align with the revised SBTi Corporate Net Zero Standard.





Communities

Our objective is to make a positive impact in the communities where we operate, by delivering greater social value and improving lives.

Key UN sustainable development goals



Performance in the year

Social and Local Economic Value (SLEV)

Delivering positive social value outcomes is a key part of our business model. This is both the right thing to do and important for our clients. In particular, we align every project with the mandated 10% minimum weighting for social value in central Government procurement contracts.

We use the Thrive platform to provide a rigorous, data-driven framework for recording, measuring, and reporting social value outcomes. This end-to-end solution supports every stage of our social value journey, from initial bid planning to final delivery, ensuring all evidence is auditable, verified and fully aligned with Government standards. In addition to allowing us to report on social value using the Impact Evaluation Standard, we can create our own metrics that align with our business and project needs.

This approach:

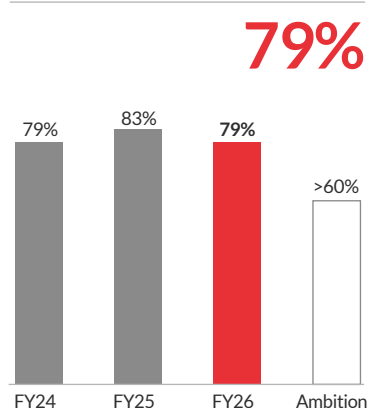
- Is aligned with the UK Social Value Model, ensuring compliance with public procurement requirements.
- Provides robust, evidence-based estimates of social value for tenders, bids and reporting.
- Helps us report and promote the positive impacts we have made in the communities in which we operate.

Thrive also includes a local needs analysis tool, which helps our bid teams to understand the social issues that are most prominent in the area around a project. This allows us to target the outcomes we are looking to deliver and ensure they align to local priorities.

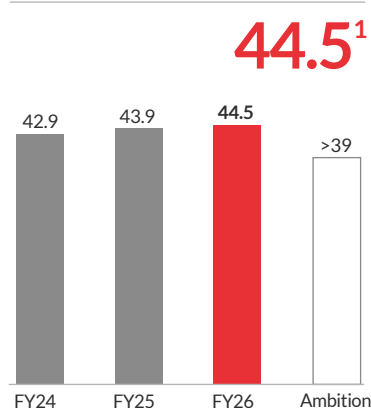
We report SLEV generated by projects over £5m that completed during the year. On this basis, we delivered £527m of SLEV in the year, with 79% of projects exceeding our benchmark of creating SLEV of at least 25% of the project value.



% of completed projects delivering >25% Social and Local Economic Value (SLEV) as a % of contract value



Considerate Constructors Scheme (CCS) performance



¹ See overleaf.

Communities continued

Considerate Constructors Scheme (CCS)

CCS scores and benchmarks construction sites on their positive impact within their locality. We maintained a high average score of 44.5 (2025: 43.9) out of 50, outperforming our ambition of 39 and the industry average of 41.2¹. Our project teams received three Gold, three Silver and 11 Bronze awards at this year's CCS National Site Awards, reflecting our teams' ongoing commitment to setting high standards across all areas of site operations.

We are a member of the CCS Social Impact Group, which has been formed to help standardise social impact and increase understanding, engagement and communication of social value for the supply chain and stakeholders.

Other activities

We recognise the need to attract the next generation of talent into the industry, through initiatives such as mentoring and Open Doors. Charitable and volunteering activities are also valuable for employee retention and engagement.

Mentoring the Next Generation

Mentoring the Next Generation is our flagship initiative designed to inspire young women to pursue careers in construction by connecting them with female mentors from across our business. Now entering its third year, the programme offers students practical guidance on developing workplace communication skills, identifying career goals, and building confidence through CV writing, interview preparation and interactive activities.

Our expansion demonstrates the programme's success:

- **Pilot phase:** launched with 66 students across five schools.
- **Year 2:** expanded to 12 schools and 147 students.
- **Year 3:** scaled further with an additional six schools, bringing our total reach to 18 partner schools and circa 220 students.

By continuously integrating feedback, we are currently pursuing formal Industrial Cadets accreditation. This will provide silver standard certification for the quality of our STEM-related work experience, ensuring our impact is both measurable and industry-recognised.

Open Doors

We took part in Build UK's Open Doors initiative again this year, with 411 students visiting 14 of our sites and offices around the country.

Open Doors delivers high-impact site visits, showcasing the industry's potential to the next generation. It gives attendees the opportunity to see how a live site operates, including how we work alongside our supply chain. Ham Baker Engineering also took part in Open Doors for the first time, with a factory tour showcasing its engineering and manufacturing processes.

Volunteering and charitable donations

One of the most tangible ways in which we create a positive legacy is through staff and supply chain volunteering their time and resources to support community projects and causes. We encourage all employees to take up to two days of paid leave to undertake voluntary activities.

During the year, our staff recorded 7,540 hours of volunteering time. As it is difficult to capture all volunteering time, including that of our supply chain partners, we believe the true amount is significantly higher.

To embed a volunteering culture, volunteer days are incorporated into our graduate and trainee programmes. This includes requiring our graduates to sign up to become STEM ambassadors, joining a national network of volunteers who bring real-life examples of STEM careers into schools, colleges and universities across the UK. We increased our STEM ambassador community from around 60 colleagues to more than 100, which has also supported the growth of our Mentoring the Next Generation initiative.

In addition to volunteering hours, we donated time, materials and money to the value of £526,002 (2025: £470,000) to charitable and community causes. Beneficiaries include CRASH, the UK construction industry charity for the homeless, which we have been a patron of for 27 years. During the year we worked with CRASH to receive regular notifications of its forthcoming projects, which we can circulate around our business. This has allowed us to donate time from our experts, such as architects and project managers, to help CRASH implement its projects effectively.

During FY26, we established a Supply Chain Social Value Working Group to facilitate collaborative partnerships with our suppliers. This initiative enables the joint donation of funding and materials to high-impact community causes.

What's next?

We will:

- Deliver and continue to grow our Mentoring the Next Generation programme.



¹ CCS changed their scoring methodology in April 2026 from absolute scores to a percentage score. The average score reported relates to the nine months to 31 March 2026. In FY27, we will report the average percentage score in line with the new methodology and define a revised target that continues to align with outperforming industry benchmarks.



Case study

Delivering Social Value at RAF Leeming

Our community-led approach at RAF Leeming provides meaningful and measurable social value by benefiting service personnel and their families, while extending outreach to local organisations to align with local needs.

- **Two employment opportunities have been created for military spouses**, supporting both immediate income and longer-term career progression.
- **Work experience opportunities** have supported a military dependent to transition into construction.
- **T Level placements** have been provided for a student and a career changer undertaking a Level 3 qualification.
- **11 apprenticeships** have been supported including one a degree apprenticeship.
- **A bespoke Carbon Assessor course**, delivered with the Supply Chain Sustainability School, has provided green skills training, while engagement with the on-base primary school has promoted biodiversity through practical initiatives.

£6.9m

social value equivalent.



Clients

Our objective is to deliver superior buildings and infrastructure, with a better social footprint for clients, through a focus on innovation, digitalisation and quality.

Key UN sustainable development goals

4

QUALITY
EDUCATION



7

AFFORDABLE AND
CLEAN ENERGY



9

INDUSTRY INNOVATION
AND INFRASTRUCTURE



Our Expertise



Defence specialists

Our dedicated team have in-depth knowledge of defence design, process and security management.



In-house experts

Asset Intelligence integrates specialist systems to protect high value and critical national infrastructure assets.



Robert Marshall
Leading digitalisation
action process

Awards in Sustainability

All projects awarded
Silver, and winners
of many Awards

Employment

Focus-friendly
working environment
and terms.

12

UK wide offices

26

Defence projects

Your Secure Construction Partner

As a contractor with extensive defence experience, we offer innovative solutions with the assurance we understand the sector, and the sensitivity it requires.



Performance in the year

Repeat business and revenue visibility

Our performance depends on our ability to understand clients' priorities, provide technical expertise to solve their challenges and deliver high-quality solutions for them. In doing so, we develop long-term relationships and generate a high level of repeat business.

At 30 June 2026, 92% of our order book was repeat business (30 June 2025: 93%), showing our continued success in meeting clients' needs. Our order book gives us excellent visibility of our revenue, with 90% of FY27 revenue and 62% of FY28 already secured.

Other activities

Strategic partnering through frameworks

Our strong client relationships and reputation for delivering quality outcomes enable us to secure places on key frameworks, which are vehicles for the public and regulated sectors to procure projects in a collaborative manner. Frameworks are our preferred route to market, as they provide us with greater certainty and the ability to act strategically.

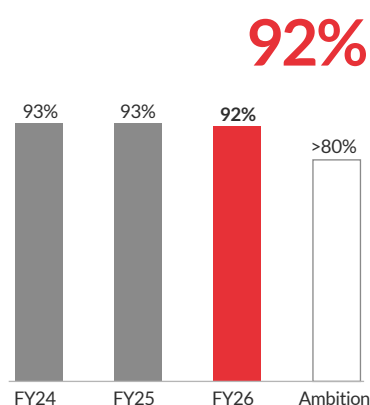
Key benefits include:

- Aligned objectives with acceptable risk.
- Established and well-understood terms and conditions, with predictable behaviour.
- Transfer of knowledge from project to project, creating an environment of continuous improvement and value for money.
- Efficient and streamlined procurement processes.
- The development of long-term, collaborative strategic relationships.
- Long-term visibility of the opportunity pipeline.

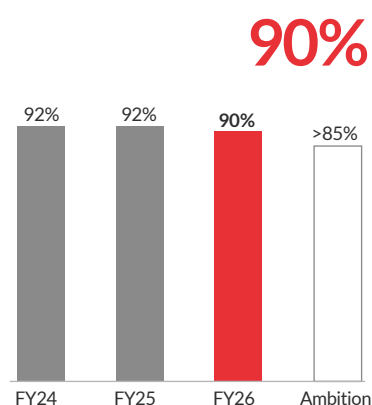
At the year end, 91% of our order book was in frameworks (30 June 2025: 90%).



% of repeat business in our order book



% of full year planned revenue secured at the start of the financial year



Clients continued

Delivering quality

Delivering projects for our clients that are right first time, every time, is key to developing long-term relationships, securing repeat business and reducing our carbon footprint. Quality is therefore central to our Sustainable Growth Strategy.

Our Quality policy summarises the processes within our BMS and provides an overview of our approach to delivering right first time. Our quality processes are supported by using ViewPoint, Fieldview and other digital tools to ensure compliance and capture data, to drive continuous improvement.

Our culture and behaviours underpin our approach, centred on learning and continuous improvement, coupled with the integration of digital technologies, systems and processes to enhance performance, drive efficiencies and provide confidence in the quality of the assets we construct.

Collaboration

Collaboration is a key part of our business model. We are accredited to ISO 44001 Collaborative Business Relationship Management, recognising the role it plays in enabling effective long-term relationships and delivering sustainable value across complex

programmes. Our contracting approach targets clients who share our collaborative approach, with 99% of our work secured via multi-stage negotiation or early involvement. The approach enables our teams to identify innovation opportunities, improve buildability, reduce risks and improve outcomes for everyone involved. This collaborative form of tendering includes target cost/cost plus, two-stage tendering and negotiated tendering, and ensures our team and our supply chain are involved at an early stage of a project to develop solutions that provide high-quality outcomes for our clients. See page 11 for more information on the tendering processes clients adopt.

In FY26, we joined the Executive Network of the Institute for Collaborative Working (ICW). This reinforces our long-standing commitment to structured collaboration and collaborative best practice across our projects. Through the ICW Executive Network, we contribute practical, real-world insight to a cross-sector community of senior leaders from public, private and third-sector organisations. We are engaged in the ICW Highways Forum, supporting shared learning and leadership dialogue to drive better outcomes for clients, supply chains and communities.

Financial strength and capacity

Galliford Try's financial strength is a critical factor for our clients and our supply chain. It encourages our clients to contract with us and allows us to select the best supply chain, which in turn gives us the capacity to respond to the programmes of work coming through.

What's next?

We will:

- ➔ Maintain and develop our presence on frameworks.
- ➔ Maintain our ISO 44001 accreditation, in support of our collaborative relationships with our clients and supply chain.

Case study

Deploying end-to-end capability to prepare Bracknell STW for future demand

Adding more capacity to existing water or sewage treatment works, and installing new process treatments to provide improved reliability and operational resilience is typical of the work we do in water to help clients increase the lifespan of their assets.

At Bracknell Sewage Treatment Works (STW), our programme has spanned two Asset Management Plans (AMPs), to improve the facility's ability to treat increasing volumes of sewage and meet new regulations.

Phase one focused on essential upgrades to enhance performance, efficiency, electrical and communications systems to provide a temporary uplift to capacity. Phase two is introducing advanced treatment technology to introduce new treatment capability and compliance standards.



➔ Scan to watch the video.

Our investment period from 2025 to 2030 sees our biggest ever upgrade in Thames Water's history. We will be investing over £20bn into our improvement works to reduce leaks, reduce pollution and improve water quality.

A project like Bracknell STW relies on many facets of engineering. Because Galliford Try has access to expertise from companies such as Lintott and Ham Baker, as well as the core business, we're able to deliver the projects with one team responsible for all of the project.

Working in long-term arrangements means that we're able to plan works in a strategic programme-based manner rather than focusing on individual projects. That also gives us additional efficiencies in our programme of investment."

Ben Sebastian-Green
Head of Delivery for Thames Water



Q&A

Tim McMahon, Managing Director for Water, Southern Water discusses the challenges facing the regulated water companies and where Galliford Try is helping to meet those challenges

Q

What are the main pressures facing the water sector in terms of estate renewal?

A: We have a lot of pressures facing the water industry at the moment. The biggest one by far is the size of the capital programme that we need to deliver – over £100bn between 2025 and 2030.

That's about three times bigger than what we've been doing over the last five years. So that ramp up, at pace, and having to deliver it more efficiently than ever, is a really big challenge for us as a sector.

Q

How is the nature of the work changing from AMP7 to AMP8/9 and beyond?

A: The size and scale of our programme is very different from AMP7 to AMP8. We've seen massive reductions in our capital programme historically. Really AMP7 was just sticking plasters if I'm quite honest. It was lots of little things to keep the asset base performing to improve the performance that we needed to achieve. There were some big projects but my biggest project in AMP7 was £40m. My largest one this time around is nearly 10 times that size and therefore we need to do things in a different way. We need to work to programmes and not projects.

Q

How do you anticipate your relationship with Galliford Try evolving over the next investment period?

A: This AMP period, we have moved our approach into a partnership model, and we want to take that even further forward – and what that means is we've got problems, we've got challenges, we've got opportunity and we need a partner like Galliford Try who can help us unlock those.

It's making our programmes much more effective and efficient going forward and delivering customer benefit quicker, environmental benefit quicker, and that's where a clever company like Galliford Try can really help challenge our thinking.

The water sector probably isn't as innovative as it could be. We need partners who can help challenge our thinking to unlock that benefit going forward.

That's why we've put in the left shift approach in our contractual model, which effectively means Galliford Try can get more reward, more gain if they can start projects earlier in the life cycle and seize opportunities for themselves, and that creates opportunity for us.



We've got challenges, we've got opportunity and we need a partner like Galliford Try who can help us unlock those."

Tim McMahon
Managing Director for Water
Southern Water



➔ Scan to watch the full interview.



Supply chain

Our objective is to align our supply chain with our culture and create collaborative relationships that deliver best practice, innovation and sustainable outcomes for clients, communities and the environment.

Key UN sustainable development goals



Performance in the year

Aligned supply chain

We develop collaborative, long-term relationships with our supply chain partners through our Advantage through Alignment (AtA) programme. We support Aligned partners by sharing our working practices, values and vision, and by giving them access to our CBAB behavioural safety programme, as well as BIM training and continuing professional development.

AtA has been in place for a decade. We refreshed it in FY26 and relaunched it at our Supply Chain Conference (page 56), with new materials and a broadened offer for Aligned partners across four key areas of:

- ➔ Sustainable relationships.
- ➔ Enhanced performance.
- ➔ Stronger collaboration.
- ➔ Growing together.

Our core trades spend with Aligned subcontractors in the year was 56% (2025: 59%).

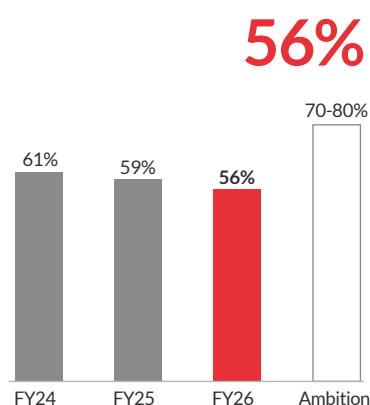
Supplier payment

Maintaining our supply chain's financial resilience is a key priority and our target is to pay 95% of supply chain invoices within 60 days. We continue to outperform this target, with 97.2% of invoices paid within 60 days in FY26 (2025: 96.9%). The average days to pay remains low at 27 days (2025: 26 days).

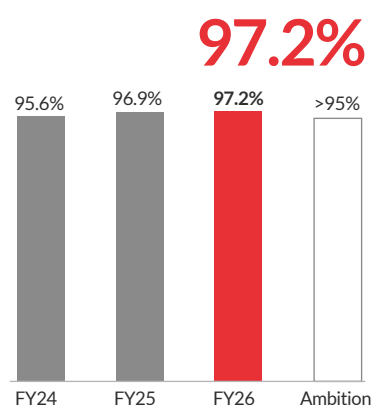
We take part in the Fair Payment Code, which has Gold, Silver and Bronze Award categories, underpinned by fair payment principles. We have achieved the Bronze Award, which is for companies that can demonstrate they are paying at least 95% of all invoices within 60 days, in line with our target.



% of business unit core trades spend with Aligned subcontractors



Prompt payment – % of invoices paid within 60 days



Supply chain continued

Leveraging our Enterprise Resource Planning (ERP) platform

One of our objectives is to use our Oracle ERP platform to increase the efficiency and effectiveness of our procurement processes. During FY26, we introduced a procurement dashboard, which enables us to monitor supplier order values and analyse our spend across different product categories, to identify areas for further review. We are continuing to digitalise our procurement and supply chain management processes, which will include implementing a new commercial reporting platform to support our subcontractor management.

Supporting our supply chain with cyber security

Robust cyber security is essential for the resilience of our supply chain and an increasing area of focus for our clients. We therefore actively promote cyber essentials accreditation with our supply chain, including through our prequalification questionnaires. Where supply chain partners do not have accreditation, we look to understand their plans for achieving it, making clear the importance to us and our clients. Cyber security was also a key topic at our Supply Chain Conference and in the business units' own supply chain roadshows during the year.

Developing our residential sector supply chain

The affordable homes sector is an important growth market for us and we have continued to develop our supply chain to support our strategy. This has included leveraging our existing supply chain partners where their products are directly transferable, such as

for external doors and roofing, as well as sourcing new products such as kitchens and bathroom pods. These are complete, preassembled units that we can install rapidly, with consistent quality and less waste due to their offsite manufacture.

Streamlining supplier onboarding

During FY26, we went live with our new supplier onboarding system, which aligns to the Common Assessment Standard prequalification process. This helps our subcontractors achieve compliance to standards, and mitigate risks across 13 key areas. To achieve certification, subcontractors only need to evidence their compliance once a year on the online portal. The new system has significantly reduced the amount of time we need to spend assessing new supply chain partners, as well as making the process quicker and simpler for them. It also aligns us with the UK Government's recommended standard for construction procurement, in public sector procurement projects exceeding £5.337m.

Supplier performance monitoring

During FY26, we piloted our new supplier performance monitoring framework, to drive greater consistency across the Group and provide better insights on supply chain performance. The process is supported by an online platform that provides full transparency, automation and control of performance across our supply chain. With our Infrastructure and Environment businesses having both tested the new system on live projects, our Building business is now running trials. Our intention is to roll it out across the Group in the coming months.

Supply Chain Sustainability School

The Group is a partner to the Supply Chain Sustainability School, which is a leading online resource for businesses within the built environment supply chain, aiming to upskill the workforce and improve the understanding of best practice in sustainability. Our Group Supply Chain and Procurement Director is a member of the school's Board. During the year, our suppliers completed 4,297 of the school's e-learning modules.

What's next?

We will continue to:

- ➔ Progress our digitalisation and use of data, to enhance the efficiency and effectiveness of our procurement processes and supply chain management.
- ➔ Promote and support the take up of cyber essentials accreditation by our supply chain partners.
- ➔ Develop our supply chain in the residential sector, to support the growth of our affordable homes business.

Case study

Engaging our supply chain at our national conference

In January 2026, over 300 key supply chain partners and subcontractors joined leaders from across Galliford Try for our National Supply Chain Conference. The event provided attendees with a clear view of the Group's vision and their essential role in driving shared success. The key topics included:

- ➔ our Sustainable Growth Strategy;
- ➔ the importance of health and safety;
- ➔ updates on supply chain performance and our AtA programme;
- ➔ the fundamentals of operational excellence;

- ➔ our approach to carbon reduction;
- ➔ enhancing cyber security;
- ➔ creating the right culture for growth; and
- ➔ an in-depth look at the structure, priorities and pipelines of each business unit, and a deeper insight into what we do at Galliford Try.

The conference concluded with a Q&A and reflections on the themes of the day. The discussions, insights and ideas shared throughout the conference showcased the commitment across our network to continuous improvement, innovation and a culture that enables everyone to thrive.

300+
attendees.





Human rights and modern slavery

Ensuring human rights

We are committed to upholding human rights and take steps to prevent slavery and human trafficking in our business and supply chain. We fully support all UK legislation for human rights, recognising modern slavery and human trafficking to be the most significant human rights risks to UK construction businesses.

Key UN sustainable development goals

3 GOOD HEALTH AND WELL-BEING



Action and performance

We have established a Modern Slavery Working Group to identify and oversee the actions taken to minimise the risk of forced labour and modern slavery within our operations and supply chain.

Some of the key actions we take include:

- Reviewing our Modern Slavery Act Policy annually and overseeing compliance through the Ethics and Compliance Committee and Executive Board.
- Prohibiting forced labour through our Code of Conduct and making modern slavery training available to employees.
- Verifying direct employees' right to work in the UK before employment is formally offered.
- Requiring preferred labour suppliers to confirm right-to-work checks, no work-finding fees and procedures to reduce forced labour risk.
- Auditing preferred labour suppliers through our supplier management arrangements to check appropriate labour practices are in place.
- Providing a confidential whistleblowing route for employees and third parties to raise modern slavery concerns.

During the year, we updated our Modern Slavery Statement to provide greater detail on our policies, procedures and controls, and to align our disclosure with the six areas set out in the UK Government's updated Transparency in Supply Chains guidance: organisational structure and supply chains, policies, due diligence, risk assessment and management, monitoring and evaluation, and training.

Anti-bribery and corruption

Policy and management

On joining, and every three years, all employees must complete an online course regarding the Bribery Act.

Twice a year, every business unit managing director and head of support function is required to sign a declaration that their respective teams are aware of the policy and the Code of Conduct, comply with their contents, and that any issues have been reported.

Financial review

Broad based, year on year growth



I am very pleased to report continued momentum with another highly encouraging set of numbers, reflecting broad-based growth in our business, and our sixth year of revenue and margin growth.

We are executing our strategy effectively, and are well positioned to deliver further shareholder value.”

Kris Hampson
Chief Financial Officer

The Group delivered another year of strong growth, resulting in significantly improved profitability, margin, cash and dividends, together with incremental capital returns over the 12-month period.

Revenue

Revenue for the year was up 3.0% to £1,931.1m (2025: £1,875.2m), driven by strong performance in Highways and a successful transition to AMP8 in Environment, both part of Infrastructure.

Building revenue declined marginally to £951.0m (2025: £964.7m) due to some delayed public sector preferred bidder conversions, which move some revenue into next year. We also continue to expand the capabilities of our FM operations, providing high-quality building maintenance services as well as focusing on decarbonising existing buildings through retrofit and other measures.

Infrastructure's revenue was up by 7.7% to £971.6m (2025: £902.5m) driven by a very strong year in our Highways division which delivered three major projects open for traffic including the £198m Carlisle Southern Link Road, the £91m A47 Blofeld Scheme and the £105m Melton Mowbray Distributor Road.

The performance of Highways more than offset the flattening impact of the Environment division transitioning from AMP7 to AMP8.

While Infrastructure revenues are expected to moderate in FY27 following completion of major Highways projects, improved terms in AMP8 frameworks and growth in higher value activities are expected to support further margin progression.

Investments' revenue of £8.5m was up 6.3% on the previous year (2025: £8.0m).

Our total revenue growth over the six years has totalled more than 70% with a CAGR of circa 11% since 2021.

i See Operating review p62.

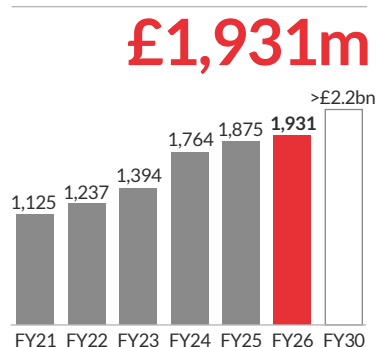
Adjusted operating profit

The Group's adjusted operating profit was up 21.9% to £49.5m (2025: £40.6m) reflecting the Group's focus on commercial contract selection and operational delivery.

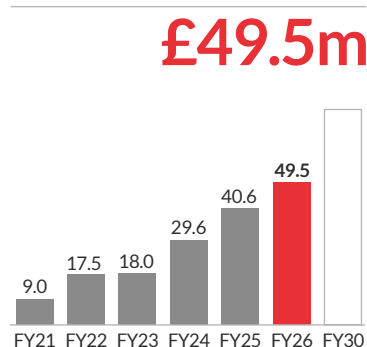
The combined divisional adjusted operating margin improved by 53bps to 3.5% (2025: 3.0%). The Group generated net interest of £6.4m (2025: £4.4m) reflecting active management of higher cash balances. The Group's adjusted profit before tax for the year was £55.9m (2025: £45.0m), up 24.2%, with no exceptional items reported in FY26 (2025: nil).



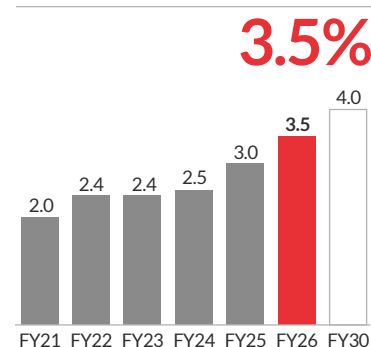
Revenue
(£m)



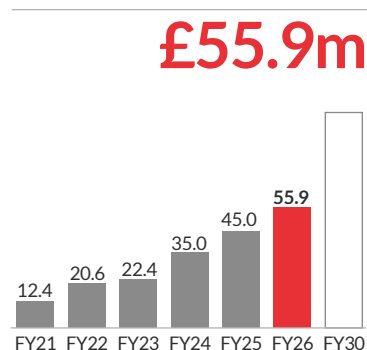
Adjusted operating profit^{1,2}
(£m)



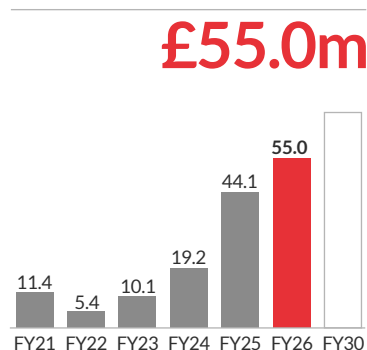
Divisional adjusted operating margin^{1,2}
(%)



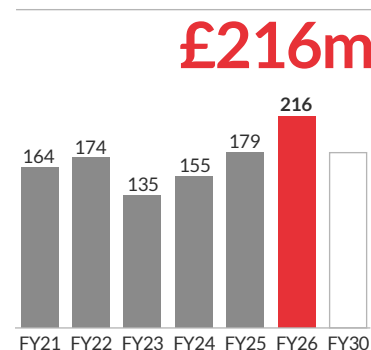
Adjusted profit before tax^{1,2}
(£m)



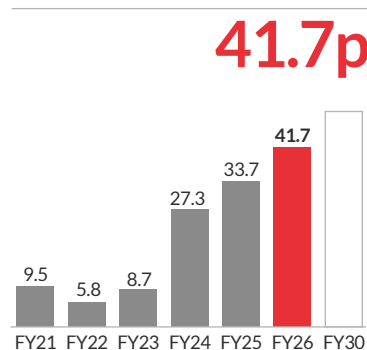
Profit before tax
(£m)



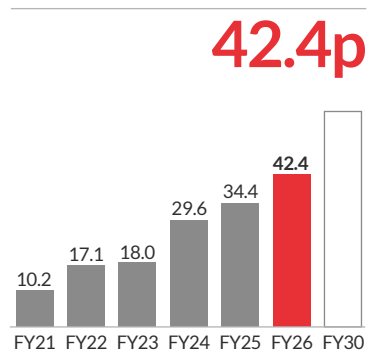
Average month-end cash²
(£m)



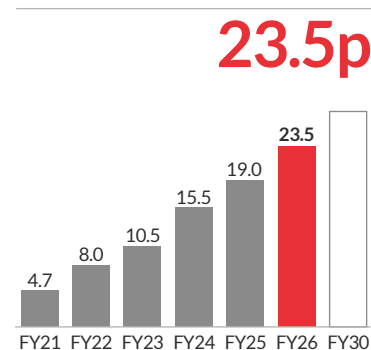
Earnings per share
(p)



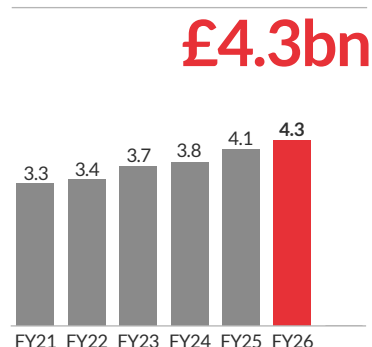
Adjusted earnings^{1,2} per share
(p)



Full year dividend per share
(p)



Order book²
(£bn)



2030 strategic growth targets (indicative).

1 See note 31 for a reconciliation of statutory numbers to Adjusted Performance Measures.

2 Adjusted items or non statutory measures.

3 Average month-end cash is a non-statutory measure the Group refers to, being the average month-end cash balance over the financial year. The cash balance used each month is the statutory cash and cash equivalents balance.

Financial review continued

For a reconciliation of profit before tax to our adjusted performance measure of adjusted profit before tax which is a key metric for monitoring performance of the business, see note 31.

Within this, Building's adjusted operating profit of £33.1m was up 17.8% on £28.1m last year, giving an adjusted operating margin of 3.5% (2025: 2.9%) up 57 basis points.

Infrastructure generated adjusted operating profit of £34.3m (2025: £27.4m), representing an adjusted operating margin up 49 basis points to 3.5% (2025: 3.0%). Margins from the newly-acquired businesses are in line with target trajectory, and the Environment business is performing ahead of the pre-acquisition investment case.

Investments loss was £2.2m (2025: loss of £0.4m) and central overheads were £15.7m (2025: £14.5m), driven by inflation and digital transformation in commercial operating systems.

Adjusted profit before tax was up 24.2% from £45.0m, demonstrating the continuance of our selective approach to the projects we work on. We are confident of our ability to deliver further margin expansion and increased profitability, in line with the trajectory to reach our 2030 targets.

i See Operating review p62.

Tax

The taxation charge of £13.8m (2025: £10.5m) reflects an effective tax rate (ETR) of 25.1% for the year to 30 June 2026 in line with guidance, which compares to the standard effective tax rate of 25.0%. During 2026, utilisation of historical deferred tax trading losses fully offset expected net corporation tax cash payments resulting in no cash tax being paid; in 2027 cash tax payments are expected to be in line with the income statement tax charge.

We have a constructive and open relationship with HMRC and look to comply with both the letter and spirit of relevant regulations and to pay our fair share of tax. Our tax strategy is available on our website at www.gallifordtry.co.uk/investors/governance-policies, as usual.

Net interest income

The Group generated net interest of £6.4m (2025: £4.4m).

Earnings and dividends per share

The growth in profits has driven up statutory earnings per share in 2026 to 41.7p compared to 33.7p in 2025. Adjusted earnings per share for the year are 42.4p up 23.1% on 34.4p last year.

Based on the strong performance of the Group, we have recommended an increase of 25.9% to the final dividend at 17.0p per share (2025: 13.5p), which is in line with our sustainable dividend policy, and brings the total dividend for the financial year to 23.5p per share (2025: 19.0p), up by 23.7%. The full year dividend in 2026 is covered 1.8 times (2025: 1.8 times) by adjusted earnings.

At 30 June 2026, the Company had distributable reserves of £115.8m (2025: £113.5m).

Distributable reserves is determined in accordance with the Companies Act 2006 and applicable UK company law requirements and may therefore differ from retained earnings reported in the financial statements.

Cash and working capital

Our strategy is focused on continued revenue and margin improvement, and our capital requirements remain low, with strong operational cash generation through the nature of our work.

We remain well capitalised, maintaining our focus on disciplined cash management in line with our key capital allocation objectives. The Group operates with daily net cash, no drawn bank debt facilities, and no defined benefit pension liabilities. The average month-end cash for the rolling 12 months ended 30 June 2026 was £216.2m (year to 30 June 2025: £178.7m) and period-end cash at 30 June 2026 was £259.0m (30 June 2025: £237.6m). This demonstrates continued robust cash management throughout the year.

We have a Revolving Credit Facility to provide greater agility and resilience to our business. Alongside an already strong balance sheet, this provides an excellent platform to take advantage of future growth opportunities. The facility comprises £25m, which was for an initial three-year term, with an option to extend for a further two years, and an accordion option of a further £10m. It is unsecured and provided by leading clearing banks. We have not drawn from the facility during the current and previous financial year. The Group has exercised the first option to extend this facility until at least 2029.

At 30 June 2026, net working capital employed was £274.8m (30 June 2025: £269.1m). Total equity at the year end was £135.2m (2025: £122.1m).

The Group recognised a material provision in respect of the estimated future costs that will be incurred during a defects liability period on a specific contract. The provision was estimated at £13.1m with a reasonable range of outcomes between £7.6m and £19.1m. The Group has engaged with experts to support the basis and range of calculations. Given the range of reasonably possible outcomes and the judgement involved in determining whether a provision should be recognised, it is considered to be a critical accounting estimate and judgement. Further details are provided in note 1 and note 19 to the financial statements.

We continue to be proud of our collaborative and open approach with all our supply chain. We are a Bronze member of the Fair Payment Code, with 97% of invoices paid within 60 days and average days to pay invoices of 27 days (2025: 26 days).

Strong operational cash leverage and tight working capital management supported capital allocation in the form of circa £30.3m (2025: circa £27.5m) of cash returns to shareholders in the period via share buybacks and dividends.

Investments

At 30 June 2026, the Group directors' valuation of our PPP portfolio was £37.2m (2025: £38.6m), reflecting a blended 8.1% discount rate (2025: 7.9%). These assets contribute to our balance sheet strength and generated interest income in the period of £3.7m (2025: £3.6m).

Capital allocation and shareholder returns

The Group's capital allocation priorities are unchanged. Successful delivery of our targets over the period to 2030 will generate cash to support our capital allocation opportunities. In line with our policy, we intend to maintain our sustainable dividend policy cover at 1.8x adjusted EPS and to deploy the remaining capital through disciplined re-investment or share buybacks or special dividends. Our capital allocation policy is as follows:

Invest in the business (organic and acquisitive)

Our strong cash balances and experience mean we can allocate capital to assist the development of our adjacent markets, as demonstrated by our acquisitions and our new fabrication facilities.

The Group's approach to M&A is based on the following precepts:

- We learn from previous processes and integrations to maximise the success of every transaction.
- We manage an active pipeline of targets within our chosen higher margin adjacent target sectors of:
 - Environment – water product and maintenance specialists.
 - Building – passive and active fire services, FM and asset security.
- All deals will meet clear strategic and financial hurdles. Discipline in deal selection will be as rigorous as for operational contract selection.

Paying sustainable dividends to shareholders

The Group has a dividend policy of adjusted earnings per share covering the dividend by 1.8 times. In addition to dividend growth resulting from our operational performance, this policy also reflects the low-risk nature of the PPP asset portfolio and its annuity interest income and provides a sustainable increase in dividend to shareholders while retaining capital to invest in growing the business.

Returning excess cash

We continue to assess the strategic cash requirements of the business and where average month-end cash and PPP assets increase above the level required, the Board will consider making additional returns to shareholders where this represents the best return for shareholders. Capital returns over the last six years, including the new announced proposed dividend and share buyback, total £146.3m including dividends of £83.8m, special dividends of £12.5m and share buybacks of £50.0m. These returns represented circa 28% of the Group's market capitalisation at year end on 30 June 2026

Acquisitions

As referred to earlier in the report, we acquired Nene Valley Fire for circa £10m, extending our capabilities in the attractive passive fire prevention sector. The integration of this higher-margin bolt-on business is progressing well, enhancing our existing passive and active specialist fire brand, Asset Intelligence, with trading ahead of our pre-acquisition investment case. The cash-funded deal has been margin accretive from completion.

Returning excess cash

We assess the cash requirements of the business to ensure the Group remains well positioned to deliver on its strategy and has sufficient funds to invest in the business.

On 22 April 2026, we completed our third share buyback programme, announced on 17 September 2025. Under this share buyback programme, a total of 1,957,703 ordinary shares of 50 pence were repurchased, and subsequently cancelled, at an average price of approximately £5.11 per share, and a total cost of £10m.

As a result of the strong cash delivery in the period, record order book and strong visibility of future revenue, we are announcing a share buyback totalling £15m over the balance of the current financial year.

Contingent liabilities

The directors ensure that contingent liabilities are appropriately assessed, documented and monitored.

More information can be found in note 27.

Internal control framework

Provision 29 is a new requirement for publicly-listed companies to demonstrate they have effective internal controls and risk management processes. We have confirmed and documented our internal controls framework ahead of Provision 29 of the UK Corporate Governance Code becoming effective for our financial year ending 30 June 2027 (page 109).

Going concern and Viability Statement

Our going concern statement, together with further related information, can be found in the Directors' report on page 130. Our Viability Statement can be found on page 85.

Critical accounting policies and assumptions

Our principal accounting policies are set out in note 1 to the financial statements, together with a description of the key estimates and judgements affecting the application of those policies and amounts reported in the financial statements.

We use adjusted financial performance indicators to monitor our performance, alongside standard measures, which are designed to be useful to investors by providing a balanced view of our operations. An explanation of these measures and reconciliations to the corresponding statutory measures are included in note 31.



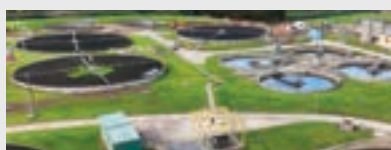
Kris Hampson
Chief Financial Officer

Case study

Bolt-on M&A opportunities

Active pipeline: bolt-on, higher margin specialist businesses complementary to our existing capabilities and closely related to sectors we are established in. Five acquisitions originally brought c£134m of annual revenues; expected to deliver up to £650m of annual revenues by 2030.

Target sectors



Environment



Capabilities that enhance our full service offering to water clients using in-house businesses.

- ➔ Manufacturers of specialist products used across water treatment facilities and infrastructure.
- ➔ Designers and installers of electrical systems.
- ➔ Providers of automation and control systems.
- ➔ Providers of maintenance services.



Specialist Services



- ➔ Fragmented, higher margin markets where clients struggle to find national contractors who can deliver across their portfolios.
- ➔ Leverage the competencies and strengths from our existing markets and apply them here for critical mass and more significant profits.

Strategic criteria

- Existing or adjacent sectors.
- Strong cultural fit (risk and people).
- Complementary expertise/geographies to existing operations.
- Strong client relationships and excellent frameworks.
- Capabilities with barriers to entry.
- Self-delivery capability.

Financial criteria

- Returns exceed cost of capital hurdles.
- Strong and clean balance sheet and order book quality.
- Higher margin.

Operating review

Strong delivery

Building

	2026	2025
Revenue (£m)	951.0	964.7
Adjusted operating profit (£m) ¹	33.1	28.1
Adjusted operating profit margin (%) ¹	3.5	2.9
Order book (£m)	2,658	2,454

¹ See note 31 for a reconciliation of statutory numbers to Adjusted Performance Measures.

Building operates across the UK, designing, constructing and refurbishing assets in markets in the education, defence, custodial, FM, commercial and health sectors, as described on page five.

Building revenue declined marginally to £951.0m (2025: £964.7m) due to some delayed public sector preferred bidder conversions, which move some revenue into next year. Notably, we delivered adjusted operating profit of £33.1m (2025: £28.1m), up strongly by 57bps to 3.5%, reflecting improved bidding margins, and higher quality project delivery.

Building won contracts and positions on frameworks worth over £1,155m. Significant appointments and wins include:

- The new £9.5bn Crescent Purchasing Consortium Construction and Capital Works framework.
- A £3.0bn affordable homes framework for The Hyde Group.
- Our first affordable homes scheme, a £28m project for Clarion Housing in Chester.
- The £15.4bn Department for Education Construction Framework 25 (CF25).
- The £1.5bn YORbuild Major Works 2 Framework procured by Leeds City Council.
- A £750m affordable homes framework by Sovereign Network Group.

Building's order book stands at £2,658m, up 8.3% versus the prior year (2025: £2,454m) with 93% of FY27 and 60% of FY28 revenues secured.



Infrastructure

	2026	2025
Revenue (£m)	971.6	902.5
Adjusted operating profit (£m) ¹	34.3	27.4
Adjusted operating profit margin (%) ¹	3.5	3.0
Order book (£m)	1,690	1,688

¹ See note 31 for a reconciliation of statutory numbers to Adjusted Performance Measures.

Our Infrastructure business, comprises Highways and Environment – including our water and wastewater activities, and carries out critical engineering projects, as described on page five.

Infrastructure's revenue was up by 7.7% to £971.6m (2025: £902.5m) driven by a very strong year in our Highways division which delivered three major projects open for traffic including the Carlisle Southern Link Road, the A47 Blofeld Scheme and the Melton Mowbray Distributor Road. The performance of Highways more than offset the flattening impact of the Environment division transitioning from AMP7 to AMP8. Successful close out of the three projects, and early AMP8 design fees, helped drive divisional adjusted operating margins up by 49bps to 3.5% and delivered adjusted operating profit of £34.3m, up 25.2% (2025: £27.4m). While divisional revenues are expected to moderate in FY27 following completion of major highways projects, improved terms in AMP8 frameworks and growth in higher value activities are expected to support further margin progression.

Infrastructure won positions on frameworks worth £973m (2025: £1,045m). These include:

- The £1.0bn YORcivil Major Works 2 Framework.
- Two lots on the new Wessex Water Design & Build Contractors (Minor Works) Framework.
- Phase 1 of South West Water's (SWW) Continuous Water Quality Monitoring Programme.

Infrastructure's order book is £1,690m, up 0.1% (2025: £1,688m) with 87% of FY27 and 65% of FY28 revenues secured.



Operating review continued

Investments

Performance

	2026	2025
Revenue (£m)	8.5	8.0
Operating loss (£m)	(2.2)	(0.4)
Net interest income (£m)	3.7	3.5
Directors' valuation (£m)	37.2	38.6

Investments deliver major developments through public-private partnerships and co-development opportunities in the Private Rented Sector and affordable homes, generating work for the wider Group in the process.

Revenue was £8.5m (2025: £8.0m) up 6.3% with an adjusted operating loss of £2.2m (2025: loss of £0.4m).

At the year-end the business was preferred bidder on five PRS schemes with a gross development value of c£467m and potential further opportunities in the pipeline.

At the year end, the directors' valuation of our Public, Private Partnerships (PPP) portfolio was £37.2m (2025: £38.6m), which is the fair value included in the balance sheet reflecting loan repayments and a blended discount rate of 8.1% (2025: 7.9%) with discount rates being driven higher in line with governmental long term bond rates. The valuation compared with a value invested of £31.6m (2025: £32.6m). The portfolio generated an annuity interest income of £3.7m (2025: £3.6m).



Our successful completion of the £52m project, The Rise, Cardiff's tallest building, highlights the ingenuity that Modern Methods of Construction and digital tools bring to large-scale construction. The project, privately funded by Lloyds Living, with Galliford Try Investments acting as the client, adopted off-site fabrication, modular integration, and a streamlined assembly process to overcome access challenges, enhance build efficiency and ensure a consistently high standard of quality across the development.

Strategy in action

A high-quality Group order book

Our order book underpins our plans and gives us excellent medium-term visibility of pipeline, meaning that no part of the business needs to take on levels of risk that fall outside our appetite.

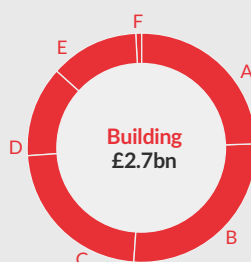
What makes our order book high-quality?

- ➔ Our focus on core sectors increases our understanding of contract risk, our ability to put appropriate mitigations in place and our ability to successfully deliver quality projects.
- ➔ We actively target and maintain places on public sector frameworks, as they help mitigate risk by enabling us to work within known and established terms and conditions and provide pipelines of work.
- ➔ At 30 June 2026, 91% of our order book was in frameworks (2025: 90%).
- ➔ At 30 June 2026, 95% of our order book was in the public and regulated sectors (2025: 93%), and 5% in the private sector (2025: 7%) with carefully selected blue-chip clients.
- ➔ High visibility of the future years' revenue gives us further confidence to bid with the appropriate discipline and selectivity.

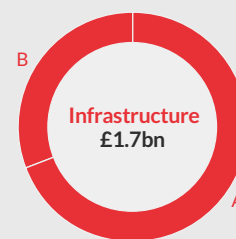
Order book composition

Our order book is comprised of revenue from secured contracts that we have not yet completed; estimated future revenue from projects on our frameworks where we have been appointed preferred bidder; and estimated revenues to be allocated on frameworks over a two year horizon. The estimates are driven by a combination of our knowledge of the size of the total framework, the clients' planned delivery model, and our historical experience of what volumes are actually delivered.

Strong visibility of workload Order book by sector



		£m
A	Defence	654
B	Custodial	711
C	Education	605
D	Commercial & other	334
E	Facilities Management	333
F	Health	21



		£m
A	Environment	1,171
B	Highways	519

90%

of planned revenue FY27 secured (2025: 92%).

62%

of planned revenue FY28 secured (2025: 75%).



Risk management

Effective risk management

Our ability to identify, assess and manage risks and uncertainties is one of the key enablers for delivering our Sustainable Growth Strategy.

It is vital that we understand the risks associated with every project opportunity and ensure that we only bid for projects that align to our risk appetite and our ability to manage the risks. Our culture of risk awareness enables us to identify and manage the risks associated with operating in a dynamic external environment. It also helps us to identify and monitor the development of emerging risks, including cyber risks and the physical risks of climate change and those

associated with the transition to a low-carbon economy (pages 72 to 75). Our approach to managing risk is structured, pragmatic and targeted, with key risk mitigation measures embedded into management processes and activities. These include:

- ➔ A Business Management System with processes and procedures designed to give us control and confidence in commercial decisions.
- ➔ Project-level controls and management oversight of project forecasts.
- ➔ Monthly cross-disciplinary contract review meetings on all projects.

- ➔ Standardised formats for monitoring and reporting project performance and forecasts.
- ➔ Comprehensive commercial training.
- ➔ A programme of commercial 'health checks' to provide an independent assessment of the project team's reported project performance and forecast outcome.

These activities are supported by a governance structure that provides oversight of key risks from the plc Board through to individual projects.

Our risk management process

The Group's risk management and governance structure is designed to facilitate both a bottom-up and top-down view of principal and emerging risks and is summarised in the diagram opposite.

Audit Committee

- ➔ Reviews the adequacy and effectiveness of our risk management processes and systems of internal control.
- ➔ Reviews and approves statements included in the Annual Report concerning internal controls and risk management, as well as the Viability Statement.

Risk and Internal Audit

- ➔ Facilitates the identification, reporting and management of risk throughout the governance structure. Provides a risk update, including updated principal and emerging risks, to the Executive and plc Boards at least three times a year.

plc Board

- ➔ The plc Board sets the risk appetite of the business and maintains oversight of our processes for identifying, assessing, managing and reporting on principal risks. It reviews principal and emerging risks at least three times a year.

Executive Board

- ➔ The Executive Board implements the strategy and risk appetite set by the plc Board and ensures that appropriate risk management and internal control procedures are embedded in our operations. It reviews principal and emerging risks at least three times a year.

Executive Risk Committee

- ➔ The Executive Risk Committee reviews and updates principal and emerging risks, based on the risks reported by the business units, and considers any emerging risks that may affect the business in the longer term. It meets three times a year. It is chaired by the General Counsel & Company Secretary and comprises the Chief Financial Officer, Director of Risk and Internal Audit, representatives from Building, Infrastructure and Specialist Services, and the heads of sustainability, procurement, HR and legal.

Business unit Boards

- ➔ They maintain a business unit risk register that records the key risks applicable to that business, along with key mitigations and further actions required to manage the risk. Risk registers are reviewed twice a year, with one of the reviews facilitated by the Risk and Internal Audit team.

Project teams

- ➔ They create a project Risk and Opportunity Register at the bid stage and maintain it throughout the project life cycle. They review the risks and opportunities at key checkpoints and as part of the monthly contract review meetings.

Principal risks

The plc Board monitors the principal risks at a Group level to enable the successful execution of the Group's strategy. This approach ensures the plc Board focuses on the most significant risks and the actions being taken to manage them.

During the Risk Committee in June 2026, we took the decision to separate Technology from Regulatory Compliance into a standalone

principal risk in response to the increased inherent risk in this area and the resulting time and effort designated to it. As a result, we have five principal risks which are:

- ➔ Work winning.
- ➔ Project delivery.
- ➔ Resources.

- ➔ Regulatory compliance.
- ➔ Technology.

At business unit level, our risk management process captures and monitors risks and mitigations using more detailed risk themes. These are aligned to the five principal risks so that we can take more targeted actions to address issues that are specific to the regions and sectors in which they operate.

1 Work winning

Risk description

We fail to secure an appropriate pipeline of projects to achieve our revenue and profitability targets.

Key risk indicators

- ➔ Percentage of planned revenue secured.
- ➔ Percentage of order book in frameworks.
- ➔ Order book by client type.
- ➔ Percentage of repeat business.

Link to our operational priority areas

-  Quality and innovation.
-  Sustainable financial returns.

Risk appetite

We achieve a moderate pipeline risk appetite by securing a forward order book that provides a high degree of certainty of current year and following year revenue, while reflecting appropriate margin, cash and risk attributes.

We adopt a low-risk appetite for project selection, and maintaining strict discipline in the projects that we take on is a fundamental element of our internal control framework. We only accept projects where we are confident that we have the experience, knowledge and supply chain to deliver effectively. We prioritise collaborative client relationships and robust commercial terms that support effective risk management.

Potential causes of risk

- ➔ A significant and sustained reduction in Government investment in building and infrastructure projects reduces the opportunity pipeline.
- ➔ Increased costs make some schemes economically unviable, leading to delays or cancellation of projects.
- ➔ Delays to and/or reduced levels of private sector investment, due to macroeconomic conditions.
- ➔ Failure to secure positions on key procurement frameworks.
- ➔ Failure to develop a competitive low-carbon construction capability.
- ➔ Poor-quality bid submissions.
- ➔ Competitors bid at unsustainable margins and/or clients pursue alternative procurement strategies moving away from the traditional tier one contractor model.
- ➔ Failure to maintain discipline in project selection.

Current risk environment

- ➔ The pipeline in our chosen markets remains strong with Government infrastructure spend commitments unchanged under the new Prime Minister. Infrastructure spend is increasing while demand grows in the water sector.
- ➔ Our growth into affordable homes will help us to increase margins in the Building business, without taking additional excessive risk. These projects undergo the same diligent assessment as all other prospective projects.
- ➔ Stable interest rates and reductions in longer-term inflation forecasts to near the Bank of England's target are giving most clients and funders greater cost visibility, helping prospective projects to move smoothly and reliably from preferred bidder to agreeing contract values, and ultimately project starts.
- ➔ The only exception to this is in housing schemes outside of London and parts of north-west England and central Scotland where high and likely increasing bond rates are raising the threshold for requisite returns on these kinds of investment.
- ➔ Work in the water sector is slowly ramping up as AMP7 comes to an end and AMP8 commences. It is likely that a higher proportion of that work will come in the second half of the AMP8 period.
- ➔ The Building Safety Act has increased compliance risk and planning timelines which has deterred some private sector developers and investors. In the longer term, it will help to create demand from building owners who need to comply with regulation.
- ➔ The long-term transition to low-carbon buildings and infrastructure is creating market opportunity, including net zero new builds and energy-efficient refurbishments and retrofits.

Emerging risks

- ➔ We innovate or adopt new technologies too early, incurring costs associated with being an early adopter, or too late, losing market share.
- ➔ A change in UK Government at the next election creates a short-term economic downturn (although any of the parties most likely to form the next Government would be expected to continue to invest significantly in the country's infrastructure).
- ➔ Client budget pressures and regulatory change delay prospective projects moving from preferred bidder to agreeing contract values, and ultimately project starts.
- ➔ Changes to planning policy and regulations to deliver the UK's net zero ambition limit our clients' ability to pursue new build construction schemes.

Mitigations

- ➔ We manage the potential impact of an economic downturn by building a high-quality order book with projects that meet our strict risk profile. We concentrate on sectors where we have core strengths and clients with long-term growth and profitability potential.
- ➔ We focus on securing positions on key procurement frameworks and repeat business with key clients through a centralised, dedicated pre-construction team. This allows for strategic planning, better collaboration and reduced risk of project failure.
- ➔ Each time we bid for a contract, we follow our internal "heat map" process, identifying risks across a range of criteria including the client and its advisors, project location, local supply chain, our technical experience, our internal resources and capacity, the procurement method, contractual terms and conditions, and price.
- ➔ All contracts over £50m in value, or which have a heightened risk indicator on any other measure, are reviewed by the Executive Board prior to approval to bid. We typically target lower-risk contract types (page 11).
- ➔ We carry out peer reviews of bids where relevant, to ensure robust review and challenge of risks and assumptions and to promote knowledge sharing across the business.
- ➔ Our adjacent markets strategy, including PRS and the acquisitions in our Environment and Specialist Services businesses, expands our target markets in a risk-managed way.

Risk management continued

Principal risks

2 Project delivery

Risk description

We fail to deliver projects safely, on time, in agreement with contractual terms, or to a high quality for our clients.

Key risk indicators

- RIDDOR and AFR scores (page 34).
- Safety Lead Indicators, such as Director Safety Tours and Safe Behaviour Discussions).
- Forecast project margins.

Link to our operational priority areas

-  People-orientated, progressive culture.
-  Socially and environmentally responsible delivery.
-  Quality and innovation.
-  Sustainable financial returns.

Risk appetite

We have zero risk appetite in relation to health, safety, and quality risks, placing these at the forefront of all our activities. We prioritise health and safety above everything else and believe that nothing is so important that we cannot take the time to do it safely. We strive to deliver high-quality buildings and infrastructure for our clients, which offer safe environments for the occupiers and users of the assets. We provide realistic and transparent forecasts of project performance, with potential risks to programme and margins identified and addressed before they materialise.

Potential causes of risk

- Changing regulations.
- Non-compliance with health and safety regulations and/or poor safety behaviours.
- Programme delays and cost escalation.
- Poor control of client and subcontractor variations and claims processes.
- Contractual notices not given as per contract requirements.
- Poor record-keeping and document management.
- Poor design quality and/or co-ordination.
- Acquired businesses fail to deliver expected benefits.
- Business units operate outside of acceptable risk tolerances.
- Failure to comply with quality control procedures.
- Extended periods of adverse weather.
- Poor subcontractor performance and/or insolvency.
- Unrealistic estimates, including cost to complete, inflation estimates, outcomes of disputes and final value included in project forecasts.
- Material unavailability and extended lead times.
- Failure to manage the adoption of new low-carbon materials and technology.

Current risk environment

- Health and safety remains our first priority and all of our KPIs are well established in the business.
- There has been a small uptick in health and safety incidents with no trends identified. These are investigated thoroughly with lessons learned disseminated throughout the Company.
- We have implemented Quality Lead Indicators in process and product quality, mirroring our approach to health and safety.
- Staff shortages and cost of living pressures have the potential to increase the sense of workers feeling stretched, which could impact on safety and wellbeing.
- High levels of recruitment to support strategic growth plans require a greater focus on employee onboarding and training.
- Although we have experienced periods of extreme heat and intense rainfall, they have not resulted in a significant or widespread impact on our operations.
- Additional quality checks implemented to comply with the Building Safety Act are becoming more efficient, with more accurate and reliable allowances made in construction programmes and project teams implementing and sharing learnings from each review.
- Our acquisition strategy was enacted successfully through the acquisition of Nene Valley Fire (page 61 outlines our acquisition criteria).

Emerging risks

- We fail to adapt our processes to meet clients' requirements to have more reliable and comprehensive data about the assets we design and build for them.
- Future global pandemics, or other supply-side shocks, have a significant impact on the construction industry.
- Building designs and construction methodologies fail to adapt to the physical effects of climate change, including more regular and more extreme weather events, leading to reduced productivity, programme delays and cost overruns.
- Materials availability will become more challenging when demand from the housebuilding sector increases.
- Fuel availability may become an issue if the conflict in the Middle East continues to limit its export through the Strait of Hormuz.

Mitigations

- We continue to reinforce our behavioural safety programme Challenging Beliefs, Affecting Behaviours, and use Lead Indicators which target no harm.
- We take a values-driven approach to project delivery, focusing on close collaboration and client satisfaction to achieve end goals for both parties.
- We undertake robust review and approval of contractual terms, to ensure we do not sign contracts with onerous terms (see Principal risks – Work winning).
- We apply rigorous quality control in our BMS policies and procedures and adopt digitalisation to improve data, quality and efficiency.
- We report and monitor process and product Quality Lead Indicators to provide additional assurance and facilitate lessons learned about quality issues.
- We maintain and adhere to relevant operational accreditations, including ISO45001 and ISO14001.
- We carry out due diligence to select competent designers and subcontractors and use specialist consultants at key review stages.
- We provide comprehensive commercial training.
- We have standardised formats for monitoring and reporting project performance and forecasts.
- We hold monthly cross-disciplinary contract review meetings on all projects, to enable a robust assessment of programme status, risks and commercial forecasts.
- We are investing in our commercial forecasting tools to further tighten control and to streamline the monthly forecast creation process to give reviewers more time and greater visibility to deepen their review and challenge of proposed forecasts.
- Our ERP systems are up to date with patches tested and implemented each quarter, providing us with the tools we need to mitigate financial, commercial and HR risks.
- We carry out a programme of commercial 'health checks' to provide an independent assessment of the project team's reported project performance and forecast outturn.
- Operational controls, including health and safety site risk assessments, are monitored through a regular audit process.
- Our Technical and Business Support Forums drive process improvements across health and safety, digitalisation, carbon reduction, procurement, design management, mechanical and electrical, and commercial activities.
- Escalation processes respond promptly and appropriately to incidents.

3 Resources

Risk description

We fail to secure the right people and other resources necessary to deliver our projects and manage our business.

Key risk indicators

- ➔ Material and trade shortages.
- ➔ Voluntary staff churn rate.
- ➔ Time to hire.
- ➔ Fair Payment Code performance statistics.
- ➔ Average month-end cash.
- ➔ Subcontractors not paying staff and suppliers promptly.

Link to our operational priority areas

-  People-orientated, progressive culture.
-  Socially and environmentally responsible delivery.
-  Quality and innovation.
-  Sustainable financial returns.

Risk appetite

We have a low-risk appetite for the risks associated with our people and supply chain, recognising their importance to our long-term performance. We recruit from a diverse talent pool, who are aligned to our values and behaviours. We work with financially resilient subcontractors, suppliers and joint venture partners who share our values in relation to safety, quality and sustainability.

Potential causes of risk

- ➔ A small talent pool, poor planning in our own resources, underinvestment in people and/or the ability to competitively reward our people mean we may be unable to retain, develop and/or attract the right staff to meet our future needs, we mismatch our staffing levels to peaks and troughs in activity, or lack diversity.
- ➔ Lack of high-quality capacity in the supply chain due to the pipeline of prospective work outstripping supply in the construction industry.
- ➔ Subcontractor and/or client insolvency.
- ➔ Failure to comply with fair payment practices.

Current risk environment

- ➔ Material cost inflation has started to increase again as energy prices rise and availability diminishes due to the ongoing conflict in the Middle East. However, we continue to take sensible measures to secure the supply of fuel for our sites and manage material cost inflation, such as early procurement, supply chain engagement and risk allowances in tenders.
- ➔ Lead times for bulk items such as steel and bricks are stable.
- ➔ The supply chain currently tends to prefer working with us over high-volume discounted residential housebuilders due to our more manageable volumes.
- ➔ Insolvency remains a risk, among Mechanical and Electrical and Modern Methods of Construction subcontractors. We manage this by being selective in who we work with, monitoring our exposure and ensuring we pay our suppliers promptly (page 55).
- ➔ The market for talent remains competitive. Large infrastructure schemes and a mismatch between skilled worker supply and demand continues to drive up salaries and increases the risk of employees leaving for higher reward packages. Our Employee Value Proposition 'Grow Together' and 'retain and gain' people strategy are helping to engage our employees.
- ➔ Our 200+ Career Paths help employees to develop both professionally and personally.
- ➔ Our internal resourcing capability facilitates better and more affordable recruitment, especially across standard role types. This helps us to mitigate the increasing cost of employment.
- ➔ We have high levels of employee engagement and advocacy (page 39), and we continue to improve the way we promote the business and develop our employee offering.
- ➔ We are trialling AI tools to improve the accuracy and efficiency of our cash forecasting.

Emerging risks

- ➔ There is a generational shortage of skills, as more experienced staff retire and are not replaced in sufficient numbers because the construction sector cannot compete with other sectors in attracting talent.
- ➔ Potential difficulty in disseminating and engraining cultural standards into acquired businesses – albeit our acquisition strategy, comprehensive induction and integration plans help with this.
- ➔ Innovations in the use of technology will require us to attract a workforce with a different set of skills.
- ➔ Depletion or increased scarcity of non-renewable materials may lead to greater volatility in prices and more regular disruption to supply.
- ➔ The drive towards net zero construction may lead to an increased risk of defects and quality issues, as we start to use new, low-carbon materials whose long-term performance is unproven.
- ➔ Availability of lower-carbon materials might become more challenging, as more main contractors look to secure the same resources.

Mitigations

- ➔ Our HR strategy is based on best practice principles and a strong commitment to legal and regulatory compliance including the regular review of remuneration and benefits packages, to ensure we remain competitive, as well as focusing on wellbeing.
- ➔ Our succession planning and talent management processes enable continuity and identification of future leaders.
- ➔ We support our people's career ambitions and provide them with opportunities to progress. We promote opportunities for internal mobility through our Explore programme.
- ➔ We operate graduate, trainee and apprenticeship programmes to develop our own pipeline of talent. We develop long-term relationships with key suppliers and subcontractors, so we remain a priority customer when resources and materials are in short supply.
- ➔ Our Advantage through Alignment programme facilitates greater engagement with our key supply chain members and provides them with greater visibility of our pipeline of projects.
- ➔ We are committed to paying 95% of supply chain invoices within 60 days and achieving the Fair Payment Code's Bronze standards. This is reinforced by our strong balance sheet and net cash position.
- ➔ We carry out enhanced supply chain checks and monitor subcontractor financial performance and reputational risks.
- ➔ Each business unit reviews its cash forecast weekly and monthly, and the Group prepares a detailed daily cash book forecast for the following eight-week period, to highlight any risk of intramonth fluctuations. Forecasts are reviewed at business unit, division and Group level.

Risk management continued

Principal risks

4 Regulatory compliance

Risk description

We fail to comply with the various legal and regulatory regimes in which we operate, resulting in a high-profile breach and regulatory censure.

Key risk indicators

- ➔ Number of external enforcement cases.

Link to our operational priority areas

-  Socially and environmentally responsible delivery.
-  Quality and innovation.
-  Sustainable financial returns.

Risk appetite

We have zero tolerance for non-compliance with regulations. We expect all employees and subcontractors to be aware of all regulations relevant to their role and to comply at all times. We also encourage our people to speak up if they observe or suspect non-compliance.

Potential causes of risk

- ➔ Failure to update our procedures to reflect changes to key legislation and regulations.
- ➔ Failure to provide sufficient and effective training to all staff.
- ➔ Failure to implement effective compliance monitoring processes.

Current risk environment

- ➔ The Building Safety Act has provided greater clarity on the requirements and responsibilities in relation to building safety and is driving greater quality in construction. The Act also has the potential for consequences in relation to the extended period in which certain defect claims can be made.
- ➔ We have confirmed and documented our internal controls framework ahead of Provision 29 of the UK Corporate Governance Code becoming effective for our financial year ending 30 June 2027. We commenced testing in January 2026, so that any control failures were addressed before the plc Board needs to complete its effectiveness review of the Company's risk management and internal controls framework.
- ➔ The regulatory landscape in relation to ESG reporting is evolving quickly and requires us to monitor and publish more information and comply with new standards, such as those from the UK Sustainability Reporting Standards.

Emerging risks

- ➔ New legislation to combat climate change, such as carbon taxes or a ban on the use of diesel, could have a significant impact on our operations.
- ➔ Biodiversity and water use regulations may become more stringent under a new water industry regulator resulting in increased compliance costs.
- ➔ Payment reforms are expected to tighten controls over supply chain payments including a ban on retentions, a hard 60-day payment cap and mandatory statutory interest on late payments.
- ➔ UK Sustainability Reporting Standards are planned for a phased roll-out making climate disclosures and Scope 3 emissions reporting mandatory from 2027 and 2028 respectively, while non-climate sustainability disclosures are expected to be on a "comply or explain" basis from 2029.

Mitigations

- ➔ Our BMS provides a structured framework of policies, processes, activities and documents that are used to plan and execute our business activities in a consistent way to meet customer and regulatory requirements.
- ➔ We have comprehensive policies and guidance at every level including our Code of Conduct, mandatory regulatory e-learning for all employees and regular legal updates and briefings.
- ➔ Fraud and corruption are mitigated through multiple controls company-wide including an engrained Expenses Gifts and Hospitality policy, segregation of duties through key approvals, an anonymous and independent whistleblowing helpline, six-monthly compliance declarations, a Fraud Risk Register and conflict of interest registers and authorisations.
- ➔ The Ethics and Compliance Committee monitors and oversees any changes or additions to legislation with amendments made to policy and compliance activities where required.
- ➔ The ESG Committee governs our approach to operating sustainably by understanding the priorities of our key stakeholders, monitoring compliance with all relevant legislation and reporting requirements and helping to develop sustainability initiatives and share best practice companywide.
- ➔ The Executive Risk Committee reviews and updates these principal and emerging risks based on the risks reported up from the business units, and considers any emerging risks that may have an impact on the business in the longer term.
- ➔ We have established Anti-Modern Slavery controls including internal policies and compliance processes, supply chain due diligence and monitoring and training programmes.
- ➔ All staff are subject to an induction and mandated to remain up to date with regular compliance training modules bespoke to our business.

5 Technology

Risk description

We lose data and/or access to business-critical IT infrastructure, IT applications and information due to cyber security attacks, outdated or poorly integrated systems or system outages. Also, we could fail to adopt new technologies quickly enough or adopt ineffective technologies too soon.

Key risk indicators

- ➔ Number of successful and unsuccessful cyber attacks.

Link to our operational priority areas

-  Quality and innovation.
-  Sustainable financial returns.

Risk appetite

We have a low appetite for technology risk and non-compliance with cyber security policies. We invest in reliable and secure systems that enable safe and efficient project delivery. We cautiously embrace innovation such as AI tools, Modern Methods of Construction and robotics to help us deliver sustainable financial returns.

Potential causes of risk

- ➔ We fail to continue to invest and improve the security, reliability and effectiveness of our systems.
- ➔ We fail to provide sufficient and effective cyber security training to all staff.
- ➔ A member of staff erroneously or maliciously exposes the company to a cyber-attack.
- ➔ Failure of a third-party's IT cyber security controls.

Current risk environment

- ➔ We have refreshed our cyber e-learning training course to be more realistic and consistent with the types of phishing our staff will encounter and require employees to achieve a 100% pass rate.
- ➔ We continue to invest in cyber security surveillance tools and in the resilience and security of our IT infrastructure.
- ➔ We meet with members of our core supply chain to educate and raise awareness of the importance of good cyber security.

Emerging risks

- ➔ Reliance on subcontractors, technology vendors, and cloud platforms exposes us to supplier breaches compromising project systems or data.
- ➔ Rapid adoption of digital tools such as BIM, cloud collaboration tools, AI, and mobile site technologies could outpace cyber controls.

Mitigations

- ➔ We have multiple security tools in place to protect and monitor our networks and data such as scanning of email attachments to detect and intercept malware and phishing, anomalous activity monitoring, automated alerting and enhanced anti-virus for endpoints.
- ➔ We have comprehensive IT policies and guidance over key technology risks including AI, cyber security and disaster recovery.
- ➔ It is mandatory for all staff to complete cyber security e-learning training annually. Failure to comply results in systems access being revoked.
- ➔ Disaster recovery and business continuity plans are in place and are regularly reviewed and tested, including the performance of penetration testing and vulnerability scanning.
- ➔ We have a robust technical due diligence process for new IT service suppliers.
- ➔ We routinely monitor our supplier services, including those providing IT capabilities, supported by contracts with specific security requirements and mandates.
- ➔ Our information security standards and procedures are accredited to the ISO 27001 standard.

Task Force on Climate-related Financial Disclosures (TCFD)

Accelerating our action on climate change

We are taking action to ensure that our business continues to adapt and thrive in a changing climate.

The built environment is responsible for around 40% of global carbon emissions. As a business operating in the construction sector, we have a responsibility to play our part in reducing emissions. We have reduced the carbon emissions from our own operations (Scope 1 and 2) by 55% since 2012 and have set ambitious targets to drive further carbon reduction across the business. We have committed to achieving net zero within our own operations (Scope 1 and 2 emissions) by 2030 and across our full value chain (Scopes 1, 2 and 3) by 2045. In this context, we define net zero as reducing emissions in line with a 1.5°C pathway, and neutralising any residual emissions remaining at the target year using high-quality carbon removal solutions.

The Group remains compliant with Financial Conduct Authority (FCA) Listing Rule UKLR 6.6.6(8)R by making disclosures consistent with the TCFD Recommendations and Recommended Disclosures. In accordance with UKLR 6.6.8G, in assessing our compliance with the recommendations, we have taken into account the guidance for all sectors in section C of the 2021 version of the TCFD guidance 'Implementing the Recommendations of the Task Force on Climate-related Financial Disclosures'. We have also reviewed the other guidance documents referred to in UKLR 6.6.9G, and as we have published net zero targets, we have particularly focused on the TCFD guidance on metrics, targets and transition plans.

Based on this guidance, we have made disclosures that are aligned with the TCFD core element areas of Governance, Strategy, Risk Management and Metrics and Targets and comply with the 11 specific recommended disclosures, with the exception of the following recommendation where we are partially compliant:

- ☉ Strategy recommendation b – we have not disclosed quantitative assessment of the potential financial impacts of the risks and opportunities identified. See Financial Impact section on page 76.

We have assessed the requirements of the Companies (Strategic Report) (Climate-related Financial Disclosure) Regulations 2022 and consider the disclosures we have made in relation to TCFD to address these requirements.

Climate change considerations are embedded into our existing governance and risk management framework. Therefore to avoid duplication, certain disclosures in relation to the 11 TCFD recommendations are included in the relevant sections of the Annual Report, as indicated in the table opposite. In this section, we have provided information on the disclosures that are not addressed in other sections.



TCFD pillar	Recommended disclosure	How we addressed the disclosure
Governance Disclose the organisation's governance around climate-related risks and opportunities.	a. Describe the Board's oversight of climate-related risks and opportunities. b. Describe management's role in assessing and managing climate-related risks and opportunities.	Governance of climate-related risks and opportunities is embedded into our business-as-usual governance and risk management processes and structures. This approach allows us to assess climate-related risks and opportunities in the context of the broader risk environment and develop pragmatic responses that are aligned with our overall Sustainable Growth Strategy. During the year, the plc and Executive Boards reviewed the detailed assessments of climate-related risks and opportunities performed by the Executive Risk Committee. For further information on management's role in assessing risk, please refer to our Risk Governance framework outlined on page 66 and broader Governance framework outlined on page 90.
Strategy Disclose the actual and potential climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material.	a. Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long-term. b. Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning. c. Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	See 'Our climate-related risks and opportunities' sections on pages 78 to 84. Operating in a socially and environmentally responsible way is one of the cornerstones of our Sustainable Growth Strategy (page 32). See Market review on pages 16 to 23 and our Sustainable Growth Strategy on pages 24 to 29. See also 'Managing climate-related risks' on page 74 and 'Financial Impact' on page 76. We have reviewed and updated our qualitative analysis of the effect of different climate scenarios on our climate-related risks and opportunities. See pages 74 to 75 for an explanation of the approach we have taken and pages 78 to 84 for our summary conclusions for each risk and opportunity.
Risk management Disclose how the organisation identifies, assesses, and manages climate-related risks.	a. Describe the organisation's processes for identifying and assessing climate-related risks. b. Describe the organisation's processes for managing climate-related risks. c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	The identification, assessment and management of climate-related risks and opportunities is embedded within our broader risk management structure and processes. For further information on our risk management process, please refer to the Principal risks section on pages 66 to 71. See 'Managing climate-related risks' on page 74. Climate-related risks are considered as cross-cutting risks that can have an impact on a number of the principal risk themes we monitor at a business unit and Group level, such as work-winning or project delivery. For further information on our risk management process, please refer to the Principal risks section on pages 66 to 71.
Metrics and targets Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	a. Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process. b. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks. c. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	See 'Metrics and Targets' section on page 77. Information on our GHG emissions performance and net zero targets is included in the Environment and climate change section on pages 42 to 45. See 'Metrics and Targets' section on page 77.

Task Force on Climate-related Financial Disclosures (TCFD) continued

Our climate-related risks and opportunities

We continue to monitor our key climate-related risks and opportunities along with our principal and emerging risks. The process is overseen by the Executive Risk Committee, which meets three times a year. The March meeting of the Committee focuses on climate-related risks and opportunities, which results in a summary of the key climate-related risks and opportunities which is reviewed by the Executive and plc Boards.

The Executive Risk Committee uses the Primary Climate Related Risk and Opportunity Drivers within the CDP framework to identify the risks and opportunities that are most relevant to our sector, business model and strategy. Given the inherent uncertainty in relation to the financial impact of each risk and opportunity, the Executive Risk Committee assesses materiality based on a qualitative assessment of the nature of the risk and opportunity and how fundamental it is to achieving our strategic objectives. The most significant risks and opportunities are summarised on pages 78 to 84.

Climate-related risks are also considered during the business unit risk review process. This process treats climate change as a cross-cutting risk that can have an impact on a number of the principal risk themes we monitor in the business unit risk registers, such as work winning or project delivery. Business units are required to review and update their risk register twice a year.

Managing climate-related risks

We manage climate-related risks through our existing strategic and operational management processes. For example, the risk and opportunity created by the increased carbon reduction requirements and expectations of clients is one of the key drivers of our Sustainable Growth Strategy.

This is supported by operational responses, led by the Executive Board, to deliver the strategy. These responses include driving innovation and adoption of new technology, investment in new carbon reduction roles, creation of cross-disciplinary working groups, development of new processes and tools, and upskilling our people and our supply chain.

Climate scenario analysis

We continue to use the three scenarios we developed, based on the UK Shared Socioeconomic Pathways (UK SSPs). The UK SSPs have been developed by the UK Climate Resilience Programme and are aligned to the global SSPs used by the IPCC in its sixth Assessment Report. We have used the UK SSPs as the basis for our scenario analysis because they are grounded in the socioeconomic context in which UK Government policy and market responses to climate change will emerge and therefore are particularly relevant to assessing transition risks and opportunities. This context includes important socio-economic drivers such as economic development, demography, public attitudes and international relations.

The UK SSPs are also particularly relevant to our business model because they factor in considerations in relation to future investments in sectors where we have a strategic focus, including infrastructure, health, education, affordable homes and green technology. The UK SSPs have been supplemented with Representative Concentration Pathways (RCP) scenarios that are consistent with each SSP and provide a recognised framework for assessing the potential physical impacts of climate change under different scenarios.

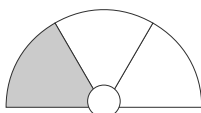
The key features of each scenario are summarised in the table on page 75.



In assessing the likely timeline when risks and opportunities will begin to have an impact on the business, we have applied the definitions below. Although a risk or opportunity may have been assessed as beginning to have an impact in the short term, the impact may, in some cases, extend into the medium or long term.

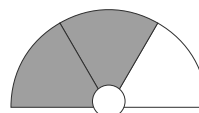
Short term (0–3 years)

Aligns to our current pipeline of opportunities and projects and reflects issues and trends that are already having some impact.



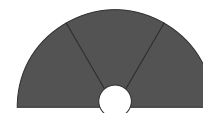
Medium term (3–10 years)

Issues or trends that are already visible, but are not yet having a significant impact.



Long term (10–30 years)

Potential issues or trends that are foreseeable, but there is a high degree of uncertainty on how they develop and what impact they will have on the business.



Scenarios

UK-SSP scenario	UK-SSP1 Sustainability	UK-SSP2 Middle of the road	UK-SSP5 Fossil-fuelled development
RCP scenario	RCP2.6	RCP4.5	RCP8.5
Abstract	The policy agenda is driven by changing societal attitudes with greater focus on equality and environmental protections.	The policy agenda initially does not change significantly, but then requires radical reform with increased reliance on public-private finance.	The policy agenda is driven by a focus on strong economic growth and maintaining energy and food security.
Key physical features			
CO ₂ e emissions	Global emissions falling to net zero around 2075.	Global emissions remain at current levels until mid-century, then falling but not reaching net zero by 2100.	Global emissions triple by 2075.
Estimate of global warming by 2100	1.8	2.7	4.4
Climate impacts	In all scenarios, the UK experiences milder, wetter winters and hotter, drier summers. More regular extreme weather events such as heatwaves, droughts, flooding and storms are virtually certain in all scenarios, and become more frequent and more extreme as estimated global warming increases.		
Key transition features			
Regulation	Strong environmental regulations are introduced, especially in relation to carbon emissions and environmental protection.	More stringent land use and planning regulations are gradually introduced to combat the increasing degradation of the natural environment.	Environmental legislation is relaxed to support the focus on economic development.
Investment	Increase in public spending on infrastructure with a focus on repurposing and transformation of infrastructure, to drive energy efficiency and wider access to good quality public services in education and healthcare and other public infrastructure.	Initially increased investment on connectivity and transport infrastructure, then public spending shifts to focus on technology to support smart cities, vertical agriculture, etc. Public-private partnerships result in slightly increased investments in education, health care and other public infrastructure.	High levels of public spending on infrastructure, health and education are maintained, funded by and in support of economic growth.
Energy	Renewables, with significant public and private investment in wind and solar as well as nuclear generating capacity.	Continued reliance on fossil fuels, and renewables becoming an increasing part of the energy mix. The private sector finances large-scale infrastructure projects for renewable energy (eg barrages).	Energy policy prioritises development of North Sea and shale gas reserves. Investment in renewables decreases due to lack of incentive with renewables only remaining when economically feasible.

We have used these scenarios to provide a qualitative assessment of how the climate-related risks and opportunities we have identified on pages 78 to 84 may change under the different potential pathways.

Task Force on Climate-related Financial Disclosures (TCFD) continued

Resilience of our strategy

The nature and scope of our activities and the commercial environment in which we operate provide us with a number of inherent advantages in terms of the resilience of our strategy and our exposure to climate-related risks:

- We do not have significant amounts of capital tied up in production facilities or other assets that could be at risk of stranding, ie their useful economic life being curtailed due to the transition to a low-carbon economy.
- Our operations are entirely in the UK and therefore, while still exposed to rising mean temperatures and more severe weather events, we have limited exposure to the climate extremes that are predicted to have a catastrophic impact in some regions of the world.
- Our presence in sectors such as Environment position us to deliver on the UK's requirement to address the impacts of climate change, for example through improving the capacity of our water infrastructure to deal with more intense rainfall events.
- Our businesses are largely project based and are geographically dispersed, which limits our exposure to damage to a business-critical facility due to extreme weather.
- We are not exposed to rapid and unpredictable shifts in consumer preferences and behaviour, as our work is for long-term repeat clients, largely in the public and regulated sectors.
- We are not exposed to the capital investment cost or risk associated with developing new, low-carbon alternatives to existing product ranges as this is typically carried out by our supply chain partners.
- Where we have good visibility of rising costs, these can be priced into our bids and recovered from clients.

The qualitative scenario analysis we have performed provides further demonstration of the resilience of our Sustainable Growth Strategy. The strength of existing client relationships, our investment in developing our low-carbon construction capability and ongoing collaboration with our supply chain position us well to manage the risks and capitalise on the opportunities of a rapid transition to a net zero economy. In the event of a slower, or even, no transition to net zero, there will still be market demand for construction services, albeit the investment drivers will have a greater focus on climate change adaptation rather than mitigation.

Financial impact

For each of our climate-related risks and opportunities, we have identified the category of the potential financial impact. Given the nature of our most significant risks and opportunities, the potential impacts are on the income statement and relate to decreased or increased revenue or decreased or increased operating costs.

We have not disclosed any quantitative assessment of the potential financial impacts. While we acknowledge the importance of quantification, we also recognise the need for such disclosures to be meaningful and comparable.

This is currently extremely challenging for a number of reasons:

- In the absence of consistent and detailed guidance on methodologies that should be adopted to quantify financial impacts, there is a risk that we adopt a quantification methodology that is not consistent with other reporters, resulting in potentially misleading disclosures.
- Because we are constantly responding to the evolving expectations of clients and the market, it is extremely difficult to disaggregate the impact of climate-related risks from business-as-usual risks.
- Similarly, assessing the impact of risks without mitigation is extremely difficult because doing nothing is not an option and the mitigation is embedded in our business-as-usual.
- Any quantification would be based on scenarios which have been developed for modelling purposes and therefore do not represent forecasts of actual financial impacts.
- The risks and opportunities are interrelated and therefore any quantification in isolation would be potentially misleading.

Until consistent and definitive guidance around quantification methodologies is available, we will continue to disclose how each risk or opportunity could have an impact on our financial performance and provide a qualitative assessment of the level of risk under different scenarios.

We have however considered the potential for any material financial impacts, such as asset write-downs, increased capital investment requirements or liabilities for environmental remediation, and have concluded that there are no material climate-related financial impacts to be disclosed.

Metrics and targets

Our Greenhouse Gas (GHG) emissions reduction targets align with our validated science-based targets and recognise that as the business grows, we need to monitor emissions intensity as well as absolute emissions, to provide a clearer picture of the impact of our emission reduction initiatives.

We classify our revenue streams using the FTSE Russell Green Revenues Classification System. This is a significant metric to help us monitor transition risks and opportunities, as it demonstrates the extent to which we are positioned to take advantage of the transition to a low-carbon economy and the limited reliance on non-green revenue.

Most of the metrics are existing KPIs and further information on our performance in the year is provided in the 'Operating sustainably' section of the report. We will look to develop additional metrics and targets that are more closely aligned to the climate-related risks and opportunities we have identified over the next two to three years.

Metric category	Metric	2024	2025	Target
GHG emissions	Scope 1 and 2 emissions – market-based (tCO ₂ e)	14,811	16,145	Net zero by 2030 (with a 43% reduction compared to 2021 baseline)
	Scope 1 and 2 emissions intensity (tCO ₂ e per £100K revenue)	0.79	0.86	0.60 by 2030 (43% reduction compared to 2021 baseline)
	Scope 3 emissions – verified (tCO ₂ e) ²	8,874	8,703	43% reduction by 2030 compared to 2021 baseline Net zero by 2045
	Full scope 3 emissions (tCO ₂ e) ³	Not reported	Not reported	43% reduction by 2030 compared to 2021 baseline Net zero by 2045
	% of company car fleet that is EV or PHEV	98.1%	99.7%	100% by 2027
	Tonnes of waste per £100k revenue	12.4	22.8	Year-on-year reduction.
	CDP Climate Change score	B	B	A
Transition risks and opportunities	Green revenue as a % of total revenue	67%	63%	>50%
	% of Executive bonus linked to emissions reduction ³	3%	3%	3%

Notes:

- 1 Scope 3 verified emissions are those emissions that have been calculated and included in the scope of the external verification.
- 2 Scope 3 estimated emissions are those emissions that have been estimated but not externally verified.
- 3 See Remuneration Committee section on page 111 onwards for details of Executive bonus performance criteria.

UK Sustainability Reporting Standards

Galliford Try recognises that TCFD-aligned disclosures have been incorporated into the UK Sustainability Reporting Standards (UK SRS), based on ISSB standards and we will evolve our disclosures in line with the implementation timetable. Our established TCFD-aligned reporting provides a strong foundation for this transition, reflecting robust governance and management of climate-related risks and opportunities.



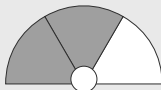
Task Force on Climate-related Financial Disclosures (TCFD) continued

Risk

Failure to develop a competitive low-carbon construction capability

Time horizon

Medium term.



Potential impact on financial performance

➔ Decreased revenues.

Link to our principal risks

① Work winning.

Scenario analysis

Sustainability

Middle of the road

Fossil-fuelled development



Level of risk

The risk is greatest under the 'Sustainability' scenario, as client expectations in relation to low-carbon construction will evolve more quickly and across more sectors, driven by increased regulation and changing stakeholder sentiment. Under the other two scenarios, this risk is much reduced as the regulatory and market drivers will not be focusing on low-carbon construction.

Risk description and potential impact on the business

Our clients, in both the public and commercial sectors, are increasingly required to operate low-carbon buildings and infrastructure. They expect us to have the capability to model the embedded and operational carbon, use lower-carbon materials and extend the life of their existing assets through retro-fitting. In support of this, some clients are beginning to include carbon reduction targets within the project requirements.

Planning policies and building regulations may also move towards ensuring that embedded and/or operational carbon targets are incorporated into the design and construction of buildings and infrastructure.

If, together with our supply chain, we fail to develop these capabilities quickly enough, we may not remain competitive and may not be able to win positions on key frameworks, which may result in reduced revenue and profits.

Risk mitigation

We have committed to achieving net zero across our own operations by 2030 and across all value chain operations by 2045. To do this, we have developed our Net Zero Route Map and are taking multiple actions to achieve our carbon reduction targets including:

- ➔ Working closely with our clients to understand their carbon reduction ambition and targets, and developing solutions to meet those objectives.
- ➔ Investment in key low-carbon construction roles.
- ➔ Carbon literacy training for all staff.
- ➔ More detailed role-based training for key roles.
- ➔ Supply chain engagement and upskilling.
- ➔ Development of carbon reduction management process accredited to the PAS 2080 standard.
- ➔ Use of carbon calculators to model embodied and operational carbon.
- ➔ Development of systems and applications to improve carbon data and reporting.

Level of risk

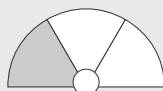
● High ● Moderate ● Low

Risk

Increased frequency of extreme weather events

Time horizon

Short term.



Potential impact on financial performance

➔ Increased direct costs.

Link to our principal risks

- ➊ Project delivery.
- ➋ Resources.

Scenario analysis

Sustainability



Middle of the road



Fossil-fuelled development



Level of risk

In all scenarios, the UK will experience milder, wetter winters and hotter, drier summers. More regular extreme weather events such as heatwaves, droughts, flooding and storms are virtually certain in all scenarios, and become more frequent and more extreme as estimated global warming increases.

Risk description and potential impact on the business

A significant amount of construction activity happens outside and therefore is exposed to the weather. The latest Met Office UK Climate Projections (UKCP18, updated August 2022) predict warmer, wetter winters and hotter, drier summers, along with an increase in the frequency and intensity of extreme weather events including heatwaves, storms, intense rainfall and flooding. Such events could disrupt our construction activities in a number of ways:

- ➔ Prolonged rainfall may lead to poor ground conditions that cause programme delays due to the curtailment of certain activities, especially bulk earth movement on our Infrastructure projects.
- ➔ Excess moisture may require additional operational interventions such as ground dewatering or increased ventilation in buildings under construction.
- ➔ Prolonged, extreme temperatures may require modifications to working practices to maintain worker welfare, which may increase costs and reduce productivity.
- ➔ Intense storm events, including intense rainfall and high winds, may damage works under construction and curtail certain activities, such as crane lifts or earthworks, which could result in project delays and additional costs.
- ➔ High winds may increase safety risks for operatives and members of the public, for example through tower crane or scaffold collapses or other structures and objects becoming unsecured.
- ➔ Damage to transport and utilities infrastructure caused by severe weather may make it more difficult for staff and deliveries to get to sites.
- ➔ Extreme drought conditions could result in restrictions on water usage, which may make it impossible to maintain site welfare or restrict certain activities, such as concrete pouring and dust suppression.
- ➔ Extreme weather events in other parts of the world could lead to supply chain disruption, resulting in product unavailability, longer lead times and increased costs.

As extreme weather events become more frequent, we may also see clients look to transfer risk. Traditional contractual protections, including force majeure and 'exceptional' weather clauses, may become less effective.

An increase in the frequency of material damage claims may lead to higher insurance costs.

Changes in temperature extremes can also have an impact on the resilience of building materials and therefore determine the materials we are able to use, which could lead to a greater number of latent defect claims. Similarly, changes in climate may influence the heating and cooling systems that we specify, which may increase the costs of the buildings and infrastructure we build.

Risk mitigation

We are experienced in developing and amending site operating procedures in response to specific health and safety risks. Examples of adaptations we make include:

- ➔ Increased provision of welfare facilities, including access to shade, water and sunscreen during hot weather.
- ➔ Flexible working patterns to limit work in the hottest part of the day.
- ➔ Increased use of off-site and other MMC, to shorten programmes and reduce the number of people on site.

Similarly, we are experienced in managing the impact of unexpected events on construction programmes and have a number of operational and contractual mechanisms to mitigate the risks, including:

- ➔ Resequencing of activities, such as laying hard surfaces to external areas earlier in the programme, to reduce the potential impact of seasonal weather patterns on operations.
- ➔ Increasing the amount of dewatering activity, to maintain ground conditions.
- ➔ Staggering shifts to extend the working day.
- ➔ Securing extensions of time.
- ➔ Insurance cover for damage to property.

We continually assess new weather norms, including looking at more recent history rather than longer-term trends, and ensure that adequate risk provisions are included in our tenders.

We remain vigilant to unreasonable risk transfer in contracts and ensure that the terms we accept in our client contracts are reflected in our downstream contracts.

Level of risk

● High ● Moderate ● Low

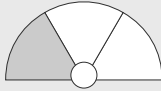
Task Force on Climate-related Financial Disclosures (TCFD) continued

Risk

Increased material costs make projects unaffordable

Time horizon

Short term.



Potential impact on financial performance

- ➔ Decreased revenues due to reduced demand for products and services.

Link to our principal risks

- 1 Work winning.
- 2 Resources.

Scenario analysis

Sustainability



Middle of the road



Fossil-fuelled development



Level of risk

The risk is highest under the 'Sustainability' scenario, as there will be the greater urgency to transition to low-carbon energy and materials, exacerbating the supply and demand imbalances. The extension of carbon pricing and other regulatory pricing incentives to reduce carbon emissions is also more likely under the Sustainability scenario.

Risk description and potential impact on the business

There are a number of climate-related factors that may result in sustained increases in materials costs in the construction sector. This is driven by a combination of supply and demand imbalances, as well as Government policy to incentivise carbon reduction.

Manufacturers are developing innovative, lower-carbon materials all the time and this is vital if we are to reduce the embodied carbon of the buildings and infrastructure we construct. However, as new products come on to the market and establish credibility, the unit costs tend to be higher than for more traditionally manufactured materials.

In the short to medium term, the supply and demand imbalances in global energy markets are likely to be sustained, as countries manage the twin challenge of decarbonising electricity generation and increasing security of supply. Energy prices will continue to have a significant impact on the cost of materials with energy intensive manufacturing processes, such as steel, concrete and glass. In addition to the market imbalances, regulatory moves to use carbon pricing to incentivise carbon reduction may add further upwards pressure on the price of carbon-intensive materials. The introduction of the UK Carbon Border Adjustment Mechanism (CBAM) from 2027 may increase the cost of importing carbon-intensive construction materials such as steel.

Our bidding disciplines and contractual protections largely insulate us from the direct impact of cost increases. However, the indirect consequence of rising construction costs could be potential projects becoming unaffordable for our clients, leading to a reduction in opportunities, delays in project starts or slower adoption of lower-carbon materials, as clients have to prioritise affordability over carbon reduction.

Risk mitigation

We mitigate this risk by:

- ➔ Maintaining bidding and contracting discipline, to protect ourselves from short-term cost inflation and maximise cost recovery.
- ➔ Using BIM and carbon calculators to optimise designs and reduce the amount of carbon-intensive materials.
- ➔ Increasing the adoption of off-site manufacture and other MMC, to reduce costs through minimising waste and shortening construction programmes.
- ➔ Working with clients to support design solutions that minimise the material requirements, such as transitioning from new build to retro-fitting and refurbishment.

Level of risk

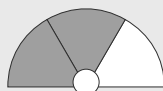
● High ● Moderate ● Low

Risk

Failure to manage the adoption of new materials and technology

Time horizon

Medium term.



Potential impact on financial performance

➔ Increased direct costs.

Link to our principal risks

- 1 Project delivery.
- 2 Resources.

Scenario analysis

Sustainability



Middle of the road



Fossil-fuelled development



Level of risk

The risk is highest under the 'Sustainability' scenario, as there will be greater urgency to deploy new technology, driven by regulatory requirements and market expectations.

Risk description and potential impact on the business

As the focus on embodied carbon grows, we expect to be increasingly required to use lower-carbon alternatives for construction materials, especially carbon-intensive materials such as steel, concrete and glass. There is a risk associated with adopting new materials and using manufacturers and suppliers we have less experience of working with previously. Without effective product and design evaluation and robust quality assurance procedures, there is a risk of increased defects, which in turn could result in the professional indemnity insurance market responding through further increases in premiums or restrictions or limitations in cover.

Similarly, to achieve our Scope 1 and 2 net zero by 2030 target, we will have to significantly reduce (if not eliminate) our use of diesel-powered plant and equipment. The non-diesel alternatives, such as Hydrotreated Vegetable Oil, electricity and hydrogen, may not be available in the volumes we require, at an equivalent cost, or deliver sufficient safety and/or operational performance.

Risk mitigation

Our response includes:

- ➔ Development and implementation of digital tools to drive quality, such as FieldView, BIM and Dalux.
- ➔ Investment in employee training, including role-specific carbon training.
- ➔ Using our Technical and Quality, Research and Development and Supply Chain teams to evaluate new materials, plant and equipment and other new technology, and support their adoption across the business.
- ➔ Quality alerts to share learning and information, where potential issues with particular products have been identified.
- ➔ Engaging collaboratively with the supply chain to identify and switch to lower-carbon materials and solutions.

Level of risk

● High ● Moderate ● Low

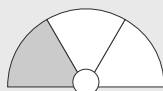
Task Force on Climate-related Financial Disclosures (TCFD) continued

Opportunity

Increased demand for low-carbon buildings and infrastructure

Time horizon

Short term.



Potential impact on financial performance

- ➔ Increased revenues resulting from increased demand for products and services.

Link to our principal risks

- ❗ Work winning.

Scenario analysis

Sustainability



Middle of the road



Fossil-fuelled development



Level of risk

The opportunity is greatest under the 'Sustainability' scenario, as client requirements and expectations in relation to low-carbon buildings and infrastructure will evolve more quickly and across more sectors, driven by increased regulation and changing stakeholder sentiment. Conversely, in the 'Fossil-fuelled development' scenario, the regulatory and market forces will be weakest and will not drive investment in low-carbon construction.

Opportunity description and potential impact on the business

In order to decarbonise the built environment in the UK and meet emerging energy efficiency standards, our clients need to either replace assets with new, more energy-efficient assets or, increasingly, modify their assets to extend their life and improve their energy efficiency. Demand for both new build and retrofit of existing assets with low embodied and operational carbon performance is likely to create a pipeline of opportunities, particularly in sectors where we already have a strong presence such as water, education and health.

Opportunity realisation

The actions we are taking to realise the opportunities are similar to our actions to mitigate the risk of failing to develop our low-carbon construction capability, namely:

- ➔ Working closely with our clients to understand their carbon reduction ambition and targets and developing solutions to meet those objectives.
- ➔ Investment in key carbon reduction roles.
- ➔ Use of carbon calculators to model embodied and operational carbon.
- ➔ Using our Carbon and Energy Property Pathway Assessment tool to assess the energy efficiency of existing buildings and model the impact of investment in improvements, such as upgraded insulation, lighting or renewable energy.
- ➔ Developing our capability to design and deliver more energy efficient wastewater treatment processes.

Level of risk

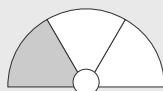
● High ● Moderate ● Low

Opportunity

Climate resilience and adaption

Time horizon

Short term.



Potential impact on financial performance

➔ Increased revenues resulting from increased demand for products and services.

Link to our principal risks

1 Work winning.

Scenario analysis

Sustainability

Middle of the road

Fossil-fuelled development



Level of risk

There is likely to be high demand for climate-resilient infrastructure in all scenarios. There is already a significant demand within the water sector, driven by political and public sentiment, and this will only increase as the physical impacts of climate changes become more severe.

Opportunity description and potential impact on the business

As we experience more regular and more extreme weather events, such as prolonged heatwaves and intense rainfall, there will be a need to make our public infrastructure more resilient to the changing climate.

This is already a significant issue for the water sector, where the capacity of the existing sewerage and wastewater treatment infrastructure is struggling to keep pace with the increasing demands placed on it by more regular, intense rainfall, greater run-off from a more built-up environment and population growth. As a result, there is strong public and political support for significant investment to improve the resilience of our water infrastructure, with a particular focus on increasing wastewater storage and treatment capacity and reducing combined sewer overflow discharges.

There is also increasing demand for sustainable drainage solutions to be incorporated into developments, to reduce surface water run-off and the demand on the sewerage network.

There will also be the need to increase the resilience of water supplies, to deal with increased demand and periods of drought, with associated investment in water storage, transfer and treatment infrastructure.

Opportunity realisation

We are already extremely well-positioned in the water sector, working with all the major water and sewerage companies in England and Scotland. We have already made several strategic acquisitions in adjacent markets, such as nmcn, MCS Control Systems, Ham Baker and AVRS, to broaden our capability and drive margins.

The other actions we are taking to realise the opportunities include:

- ➔ Growing capacity and capability in our Environment business, through targeted recruitment and national presence.
- ➔ Working with our supply chain to develop new solutions to address climate resilience issues, such as remote monitoring of river quality.

Level of risk

● High ● Moderate ● Low

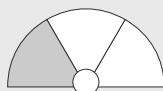
Task Force on Climate-related Financial Disclosures (TCFD) continued

Opportunity

More efficient use of resources

Time horizon

Short term.



Potential impact on financial performance

➔ Reduced operating costs.

Link to our principal risks

- ➊ Project delivery.
- ➋ Resources.

Scenario analysis

Sustainability

Middle of the road

Fossil-fuelled development



Level of risk

The incentives to reduce our consumption of fossil fuels, energy and other resources are likely to be much higher under the 'Sustainability' scenario, with higher energy prices and potential regulatory costs associated with carbon emissions. Therefore the potential cost savings from more efficient use of resources will be greater under this scenario than under alternative scenarios, where the regulatory and market drivers will not be as strong.

Opportunity description and potential impact on the business

The drive to reduce carbon in our own operations also creates an opportunity to realise the commercial benefits of greater resource efficiency, for example through reduced levels of business travel, lower energy and water consumption, and minimising waste.

Opportunity realisation

We are already taking actions to achieve cost savings through more efficient use of resources, with examples including:

- ➔ Transitioning our company car fleet to electric and plug in hybrid only.
- ➔ Using the most energy efficient welfare and office accommodation cabins available.
- ➔ Developing baselines and targets for water consumption on our projects.
- ➔ Combining battery storage with the latest generation of diesel generators, to minimise diesel consumption.

Level of risk

● High ● Moderate ● Low

Viability Statement

As required by provision 31 of the UK Corporate Governance Code, the plc Board has assessed the prospects and financial viability of the Group, taking account of the Group's current position and the potential impact of the principal risks to the Group's ability to deliver its business plan. The assessment of prospects has been made using a period of five years. The assessment of viability has been made using a period of three years, which aligns with our budget period and provides reasonable visibility of future revenue from the existing order book. During the year, the Group triggered the extension option for an additional year of the £25m (with a £10m accordion) unsecured Revolving Credit Facility (RCF) agreement (with the option to extend a further year if required) giving the Group more agility and resilience. No drawdown has been made since inception; therefore, viability has been assessed in terms of the additional headroom against available cash reserves.

Assessment of prospects

As outlined in our Strategic Report, the long-term prospects of the business are supported by a strategy which builds on our existing strengths and the growth opportunities in our target markets.

Our alignment to the UK's continued investment in social and economic infrastructure is a fundamental driver of demand for our services and plays to our strengths in the health, education, defence, highways and environment markets. It is worth noting that the UK has had one of the lowest level of Government investment of the G7 nations in recent years and with an ageing infrastructure footprint. It is with this context that the budget was prepared. The budget also recognises the focus on investment in infrastructure of the Labour Government on economic growth through infrastructure investment, planning reform, affordable housing delivery and energy transition. Our ability to achieve sustainable growth within these markets is underpinned by our position on the most significant procurement frameworks, our commitment to supporting the decarbonisation of the built environment and our investment in digital technologies to drive continuous improvement in quality and productivity and therefore higher margins.

Our people remain the key to our success and our focus on attracting and retaining a more diverse workforce as well as increasing the proportion of apprentices and graduates help us access the skills and expertise required to deliver on our Sustainable Growth Strategy.

Assessment of viability

The base case for the cash flow projections modelled in our assessment of viability is the budget prepared for the three years from 1 July 2026 which incorporates appropriate contingencies against plausible day-to-day downside risks, primarily the Group's principal risks as disclosed previously. The base case shows strong levels of average month end net cash and assumes that the Group continues to operate without utilising the RCF.

Against this base case, we have stress-tested the latest forecasts and modelled the impact on cash flow and liquidity of downside scenarios related to our principal risks. The scenarios modelled and their link to the underlying principal risks are described below.

Scenario 1 – Reduction in construction volumes (Link to principal risks: Work winning, Technology)

Our cash performance is correlated with earnings growth and therefore reliant on construction activity being in line with our assumptions.

We have modelled a reduction in construction volumes and associated monthly cash receipts offset by a proportionate reduction in payments, relative to our base case forecast.

Scenario 2 – Deterioration in working capital (Link to principal risks: Resources)

We have modelled the impact of a deterioration in our working capital, which could be caused by delays in receiving payments from clients and/or earlier payments to our supply chain.

Scenario 3 – Irrecoverable cost increases (Link to principal risks: Project Delivery, Resources)

There is a risk of a prolonged period of materials cost inflation and therefore we have modelled the impact of failing to fully mitigate these cost increases on our projects.

Scenario 4 – 'Perfect storm' (Link to principal risks: Work winning, Technology, Resources, Project Delivery)

We also tested the severe but plausible scenario where all of scenarios 1–3 combine at the same time.

In addition to the scenarios above, further stress tests have been modelled including significant delays to cash receipts to further demonstrate the robustness of the Group's balance sheet.

As part of the viability assessment, the Board also considered the mitigations and interventions available to manage the impact of one or more of the downside scenarios occurring.

The directors do not expect the emerging climate change risks to have a significant impact in the short and medium term, particularly given the nature of the contractual arrangements in place, although continue to monitor this, as the Group adapts to the changing environmental requirements and demands to deliver innovative solutions through new technologies and methods of construction.

Based on the results of this analysis, the Board has concluded that they have a reasonable expectation that the Group will be able to continue in operation and meet its liabilities as they fall due over the three-year period of its assessment.

Stakeholder engagement

s172(1) statement

Under Section 172 of the Companies Act 2006, directors must act in the way they consider, in good faith, would be most likely to promote the success of the company. This statement sets out how the directors have complied with this requirement during the year and where in the Annual Report the relevant information can be found.

Section 172 matter	Board discussions and decisions	Relevance to Section 172	Further information
a The likely consequences of any decision in the long term	➔ Review of strategic objectives and strategy for each business	Considered whether the Group and divisional strategies and capital allocation policies remained aligned to the Group's purpose and long-term success, and concluded that the strategies were appropriate and continued to be successfully implemented.	i Our Board activities and strategic review p88 and 97.
	➔ Monitoring our culture	Ensured the Group has the right executive and non-executive leadership for long-term success. Considered whether the Group's culture supports our purpose and the long-term sustainability of the business, and concluded that it remains appropriate and is well-embedded throughout the Group.	i Board and Senior Leadership development p88. i Our Board and Leadership p94. i Culture and people p88. i Monitoring our culture p100.
	➔ M&A and growth opportunities	Approved the acquisition of Nene Valley Fire and the opening of a new factory in Keighley.	i Acquisition of Nene Valley Fire p97 and 99. i Organic investment in Keighley p97.
b The interests of the company's employees	➔ Health and safety	Discussed the challenge to improve health and safety performance and ways to enhance health and safety performance within supply chains.	i Health and safety performance p98.
	➔ Diversity and inclusion	Considered whether the people strategy enables the Group to attract and retain a diverse range of talent, and concluded that the EDI initiatives were making progress towards the Group's objectives.	i Culture of equity, diversity and inclusion p105.
	➔ People and succession planning	Considered whether the Group has an appropriate talent pipeline and concluded that it is effectively managed.	i People and succession planning p98.
	➔ Board engagement with employees	Ensured the Board understood employee issues and could effectively take them into account in its decisions.	i Board engagement with our people and Employee Forum p101.
c The need to foster the company's business relationships with suppliers, customers and others	➔ Clients	Considered how the strategy would meet clients' needs and concluded that it was orientated to areas of strong client demand.	i Market review page 16 and Clients p50.
	➔ Supply chain	Considered how to be a client of choice for our supply chain and reinforced this with a refresh of AtA and a supply chain event.	i Supply chain p54.
	➔ Investor engagement	Recognised interest in water sector and held site visits.	i Environment's site visit for analysts and investors p54.
	➔ Return of capital to shareholders	Considered whether the return of capital to shareholders would affect the Group's ability to invest in growth initiatives that would also benefit clients and suppliers, and concluded that the Group would be able to continue to invest.	i Board engagement with our shareholders p100.
	➔ Approval of interim and final dividend payments		

Section 172 matter	Board discussions and decisions	Relevance to Section 172	Further information
d Impact of the company's operations on the community and the environment	➔ Carbon and climate change ➔ Communities and social value	Considered the Group's approach to reducing its carbon emissions and progress towards targets, and social value. Some new measures were added to the Annual bonus outcome.	i ESG p32, 70, 90 and 115. i Sustainability p99.
e The desirability of the company maintaining a reputation for high standards of business conduct	➔ Monitoring our culture ➔ Whistleblowing ➔ Risk management and internal control	Ensured that the Group's culture continued to prioritise ethical behaviour, strong stakeholder relationships and long-term value creation, and concluded that it supported the Group's reputation for high standards. Considered the effectiveness of the Group's risk management and internal control systems, and concluded that they were effective and that appropriate measures were in place to manage and mitigate business issues that could cause reputational risks.	i Culture and people p88. i Monitoring our culture p100. i Whistleblowing p100 and 109. i Principal risks p66.
f The need to act fairly between members of the company	➔ Return of capital to shareholders ➔ Approval of interim and final dividend payments	Considered the merits of a share buyback for different groups of shareholders, such as institutions and retail investors, and concluded that while institutions would be the primary source of shares bought back, all shareholders would benefit from higher earnings per share. Approved the proposals for the interim and final dividend.	i Capital allocation to shareholders p98.

Case study

Governance and compliance

To ensure adherence to our Code of Conduct, Galliford Try has implemented robust governance practices:

Management declarations: every six months, all Managing Directors and Heads of Function are required to sign a declaration to the Chief Executive affirming that their teams are aware of and comply with the Code of Conduct and key policies.

Regular training: mandatory training on key themes such as diversity, discrimination, modern slavery, GDPR, anti-bribery and corruption, and cyber security is provided to all employees, reinforcing the company's commitment to ethical conduct.

Whistleblowing mechanism: we provide an independent whistleblowing line, allowing individuals to report concerns anonymously, ensuring accountability and transparency.

Further information is provided on pages 88 to 103.

Further detail on how the plc Board developed the strategy and considered stakeholder interests is detailed in the Governance report.



The Strategic report is approved by the Board of Directors and signed on behalf of the plc Board on 17 September 2026 by Kevin Corbett, General Counsel & Company Secretary.

Kevin Corbett
General Counsel and Company Secretary

Chair's review

A proactive Board that delivers results and consistently builds sustainable growth



Our determination to achieve our strategic objectives, underpinned by a strong governance framework and disciplined approach to risk, delivers consistent growth for all stakeholders.

Alison Wood
Chair

Governance

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Governance review

Our Board's year:

Site visits and strategy p96

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Key Board discussions and activities p97

Culture and Board Effectiveness p100

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Committee report

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Policy report

Annual report on remuneration p120

Directors' report p128

Statement of directors' responsibilities p131

I am pleased to present the company's corporate governance report for the financial year ended 30 June 2026, and to report on the progress made towards delivering our 2030 targets. This year's strong financial results, with revenue and adjusted profit before tax up 3.0% and 21.9% respectively, and a 3.5% divisional adjusted operating margin, demonstrate the company's careful risk management, financial monitoring and resilience, enabling us to build continuous growth.

The Board recognises it must balance financial performance with the needs of all stakeholders. The ways in which the Board engages and is influenced by our workforce and other stakeholders can be found on pages 100 to 101.

Board activities and strategic review

Details of key Board activities during the financial year are outlined in this report. Those of particular note include:

- ➔ monitoring progress with our strategic objectives to 2030;
- ➔ continued investment through acquisition, via the purchase of Nene Valley Fire & Acoustic Ltd (Nene Valley Fire) for £10m, to enhance our existing specialist fire business;
- ➔ further investment in organic growth, with the opening of the Keighley pipe fabrication facility in Yorkshire to manufacture specialist pipes for the Environment industry;
- ➔ reviewing and updating the cyber security strategy and response; and
- ➔ strengthening the Group's equity, diversity and inclusion (EDI) and learning and development strategies, to support the development of our employees.

Our capital allocation policy continues to deliver returns to shareholders, through the payment of a 23.5p total dividend across the year and the completion of a third share buyback programme.

i More information regarding our strategy can be found on pages 1 to 87.

The Board held a detailed strategic review meeting in April 2026, to consider the progress made towards meeting the Group's 2030 strategic objectives, the opportunities and challenges faced within each division, appropriate resourcing, and the business support teams required to ensure effective delivery. Further information can be found on page 96.

Board and senior leadership developments

There were no changes to the Board during the year and, following review, we agreed the current Board members have the right mix of skills, expertise and knowledge for the future development of the company. All directors will stand for election or re-election at the 2026 AGM. Director biographies, their respective responsibilities and their external directorships are set out from page 94.

This year the focus was to continue to embed solid, cohesive working relationships as a Board with Kris Hampson, our Chief Financial Officer appointed on 2 September 2024, and to continue to oversee and support the succession plans of the Executive Board and the wider senior leadership team.

Ian Jubb, Executive Board member and Managing Director of Building, retired on 30 June 2026 and was succeeded by Cliff Wheatley. Cliff is a quantity surveyor with over 28 years' experience in the business and was an internal appointment to the Executive Board. In addition, Mark Baxter, Executive Board member and Managing Director of Specialist Services, is to retire in December 2026. Thomas Faulkner, a chartered civil engineer who has over 30 years' experience in the industry, joined the company in September 2025 and will undergo an orderly handover of Mark's responsibilities. Both appointments are excellent examples of our senior management succession plans coming to fruition.

Culture and people

The Board continues to engage with the Group's employees in a number of ways, recognising the valuable contribution a committed and engaged workforce brings to a company. This year, the Board visited three sites, meeting both managers and employees and directly discussing their experiences of working for the company, to help attain a better understanding of their views. In addition, the Employee Forum, chaired by Non-executive Director Sally Boyle, meets twice a year to enable the Board to hear employee views directly, including the impact of work-related policies and processes. A Leadership Conference was also held with over 250 senior leaders, to provide an update on progress with the Sustainable Growth Strategy and help share ideas across the business.

The Board reviewed the results of the annual employee survey. One key indicator is employee advocacy, which measures how likely our employees would be to recommend the business to others as a great place to work. It is pleasing to note that this year the Group achieved an advocacy score of 85%, compared to a sector average of 74%. Further information on our culture and site visits can be found on pages 100 to 101.

With regard to EDI, the Board fully supports the Financial Conduct Authority's (FCA) targets regarding gender and ethnic diversity on Boards and within senior leadership teams. Currently, the Board meets only one of the three gender targets, namely for a woman to hold at least one of the senior Board positions, with myself as Chair and Sally Boyle as Chair of the Remuneration Committee and, in total, the proportion of female directors on the Board is 33%. The Board also does not meet the diversity target of at least one director from a minority ethnic group. Information on our strategies and disclosures to improve EDI can be found on pages 105 to 106.

Stakeholder engagement

It is important the Board understands the views of all its stakeholders and considers their interests in its discussions and strategic decision-making. The Board has engaged this year with its stakeholders in a variety of ways, including holding a site visit day with analysts, holding a supply conference with over 300 suppliers in attendance and inviting key shareholders to meet me, if they wished to do so. In addition, the executive directors regularly meet with existing and prospective institutional shareholders and attend investor conferences, to meet UK and European institutional fund holders. Such events enable the Board to better understand our stakeholders and help ensure the long-term success of the company. Further information on our stakeholder engagements can be found on pages 100 to 101.

Board performance evaluation

This year the evaluation process for the Board was carried out internally. After a thorough process the conclusion overall was that the Board continues to operate effectively, with the directors working well together. Further information can be found on page 102.

Remuneration policy

The Remuneration Committee has reviewed the Group's existing Remuneration Policy. The review considered the current reward structure and bonus metrics, as well as corporate governance and market best practice, and engagement with shareholders to discuss the proposed new Remuneration Policy. The Committee determined that no changes to the structure of the remuneration were required; however a Total Shareholder Return (TSR) metric has been included in the Long Term Incentive Plan (LTIP) from 2026. The proposed updated Remuneration Policy will be put to shareholders at the AGM in November 2026. Further information can be found on pages 112 and 114.

Environment and climate change

The Board recognises the importance to the long-term sustainability of the business of minimising our environmental impact, as well as managing the transition to a low-carbon economy. We continue to prioritise investment in people, processes and systems to enhance the quality of our carbon measurement and reporting, and to drive performance improvements to reduce our carbon emissions. Progress in the financial year includes implementing a new digital process for capturing our use of fuel, electricity, water, concrete and steel on our projects, mandating the use of battery storage where we need to use larger diesel generators, and delivering role-based carbon training.

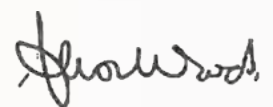
Cyber security

Cyber security is taken very seriously at all levels of the business and the Board has again reviewed the Group's cyber strategies, to ensure its systems are fully protected. These strategies include a business-wide roll out of a change to system log-ons, continued staff awareness with regular phishing exercises, a presentation from an external organisation on how to respond to a cyber attack, and a review and update of cyber response plans to ensure minimal disruption. The Board will continue to monitor the risks associated with cyber security, to ensure system protection remains strong and is resourced appropriately.

Annual General Meeting (AGM)

The company will hold its 2026 AGM on Thursday 12 November 2026, at the offices of Peel Hunt LLP, 7th Floor, 100 Liverpool Street, London EC2M 2AT at 11.00am. The Board will be pleased to welcome shareholders, answer questions and encourage shareholders' participation. If you are unable to attend in person, please send in any questions relevant to the AGM to the General Counsel & Company Secretary at kevin.corbett@gallifordtry.co.uk.

On behalf of the Board, we look forward to meeting shareholders at the AGM.



Alison Wood
Chair



Governance at a glance

Framework, responsibilities and activities

Group governance structure

Board

Promotes our long-term sustainable success. Approves strategy, monitors progress, sets culture and ensures a robust control environment, effective risk management and good corporate governance.

Board Committees

Audit Committee

Oversees financial reporting, internal control and risk management, external audit and whistleblowing.

Nomination Committee

Oversees Board and Committee composition, succession planning and the Board evaluation.

Remuneration Committee

Designs Executive and senior management remuneration and ensures workforce remuneration supports long-term success.

Other Committees reporting to the Board

Executive Board

Oversees operational management and implements Board-approved strategy and policies.

Executive Risk Committee

Assists with monitoring and updating the Group's principal, emerging and climate-related risks.

ESG Committee

Co-ordinates and oversees carbon reduction initiatives, social value practices and stakeholder relationships.

Employee Forum

Provides a valuable two-way communication channel between employees and the Board.

Delegated authorities

The table below summarises the matters reserved for the Board and those it delegates to management, which are reviewed annually.

Matters reserved for the Board	Matters delegated to management
Group values and standards	Operational management of Group
Group strategy, business plans and annual budgets	Implementation of Group policies
Acquisitions, disposals and contracts over a prescribed value	Allocation of Group resources
Material joint arrangements	Contracts up to a prescribed value
Approval of Group policies	Management succession planning
Material changes to Group share capital	Risk management
Group borrowing facilities	
Approval of circulars and financial reports	

Key Board responsibilities

Role	Responsibilities
Chair	Leads the Board and ensures high standards of corporate governance. Facilitates constructive Board relations and effective contribution of non-executive directors, and ensures that directors receive accurate, timely and clear information.
Chief Executive	Develops the Group's objectives, strategy, budgets and strategic financial plans, and provides day-to-day executive leadership and management of the business, including major investments, projects, proposals and bids, managing risk, and communicating with shareholders and other stakeholders.
Senior Independent Director	Acts as adviser and sounding board for the Chair and the other non-executive directors. Evaluates the Chair's performance, and is an alternative point of contact for shareholders, executive directors and senior management.
Non-executive directors	Provide an independent view on the running of our business, governance and boardroom best practice, overseeing and constructively challenging management's implementation of strategy and Group performance.
General Counsel & Company Secretary	Ensures the Board receives high-quality and timely papers, advises on all governance matters, works with the Chair and Committee chairs to ensure the right matters are escalated to the Board and Committees at the appropriate time, oversees Board induction and evaluation arrangements, and supports succession planning and the recruitment of new non-executive directors.

The Board Committees' terms of reference and detailed descriptions of the roles of the Chair, Chief Executive and Senior Independent Director can be found on our website at: <https://www.gallifordtry.co.uk/investors/governance-and-policies/>.



Board priorities for 2026/27

- ➔ Monitor the execution of revised strategic objectives to 2030 including:
 - Focused growth and increased margins in existing core markets;
 - Increased growth in higher-margin adjacent specialist services market;
 - Seek bolt-on acquisition opportunities to accelerate strategic delivery.
- ➔ Continue to monitor financial and operational performance against budgets and forecast.
- ➔ Maintain focus on strengthening and delivering a robust culture around health, safety and environmental factors.
- ➔ Oversee the continued development of the Board and senior management succession planning.
- ➔ Consider and implement recommendations arising from the internally facilitated Board performance evaluation.

Governance at a glance continued

Your Board at a glance

Board balance of roles	
Executive	2
Non-executive	4

Gender diversity	
Men	4
Women	2

Ethnic diversity	
White	6
Ethnically diverse	0

Board tenure	
0-2 years	3
3-5 years	2
6-10 years	1

As at 30 June 2026.

Board skills matrix

	Alison Wood	Bill Hocking	Kris Hampson	Kevin Boyd	Sally Boyle	Michael Topham
Business ethics and integrity	●	●	●	●	●	●
Construction	●	●				●
Commercial	●	●	●	●	●	●
Finance	●	●	●	●	●	●
Governance	●	●	●	●	●	●
Human resources		●	●		●	●
Strategy and risk	●	●	●	●	●	●



2025/26 Board and Committee meetings attendance table

Number of meetings (attended/scheduled)	Board	Audit Committee	Nomination Committee	Remuneration Committee
Alison Wood Chair	8/8	by invitation	2/2	3/3
Bill Hocking Chief Executive	8/8	by invitation	by invitation	by invitation
Kris Hampson Chief Financial Officer	8/8	by invitation	n/a	n/a
Sally Boyle Non-executive Director	7/8	2/3	2/2	2/3
Michael Topham Non-executive Director	7/8	3/3	2/2	3/3
Kevin Boyd Non-executive Director	8/8	3/3	2/2	3/3
Kevin Corbett General Counsel & Company Secretary	8/8	3/3	2/2	2/3

Around the business

The Board visited three sites to see the working conditions firsthand, view our health and safety procedures in action, discuss employees' experiences with them and hear from senior leaders about the on-site working challenges they face.

- ① Dolphin Square, London
- ② The Rise, Cardiff
- ③ Sloane Street, London

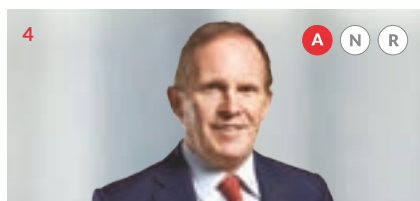
Location of Board site visits around the UK



① For further information on the Board site visits see page 96.

Directors and Executive Board

Our Board and Leadership



Our Board

1. Alison Wood Chair

Appointment date: Alison joined the Board on 1 April 2022 and was appointed as Chair on 21 September 2022.

Skills and experience: Substantial strategic planning, mergers and acquisitions and business development experience gained through a number of roles, including Global Director of Strategy and Corporate Development at National Grid plc and Group Strategic Development Director at BAE Systems plc. Extensive leadership and governance experience, having served as Chair, Senior Independent Director and Remuneration Committee Chair in several FTSE 350 companies. Has a background in engineering, economics and management and has extensive corporate experience with international leading engineering companies.

External appointments: Senior Independent Non-executive Director and Chair of the Remuneration Committee at both Oxford Instruments plc and at Morgan Advanced Materials plc.

2. Bill Hocking Chief Executive

Appointment date: Bill was appointed as Chief Executive on 3 January 2020.

Skills and experience: An effective leader, having held a range of senior leadership positions including Chief Executive of Galliford Try plc, Chief Executive of Galliford Try's Construction and Investment division, and Executive Vice President at Skanska UK plc. Substantial experience of strategic planning development and implementation. Significant commercial and operational experience and strong track record of delivering operational and financial results. Extremely knowledgeable about the construction industry, with over 35 years of experience as a civil engineer.

3. Kris Hampson Chief Financial Officer

Appointment date: Kris was appointed to the Board on 2 September 2024.

Skills and experience: Extensive strategic development and mergers and acquisitions expertise. Significant international financial experience in listed B2B environments. Broad range of strategic, financial and project management leadership skills, having held a number of finance roles with Rentokil Initial plc and Ford Motor Company. A prize-winning chartered accountant with over 20 years' experience and a Fellow of the Institute of Chartered Accountants.

4. Kevin Boyd Senior Independent Director

Appointment date: Kevin was appointed to the Board on 1 March 2024.

Skills and experience: Extensive listed public company experience, helping to strengthen the Board's independence. Acts as a solid advisory base to others on the Board. Strong background both in the UK and overseas, with operational and strategic expertise. Substantial leadership expertise, having previously been Chief Financial Officer of Spirax Group plc, Oxford Instruments plc and Radstone Technology plc, as well as holding a number of non-executive roles. A Fellow of the Institute of Chartered Accountants and the Institute of Engineering and Technology.

External appointments: Chair and Non-executive Director of Genuit Group plc. Audit Committee Chair and Non-executive Director of Bodycote plc.

5. Sally Boyle Non-executive Director

Appointment date: Sally was appointed to the Board on 1 May 2022.

Skills and experience: Broad governance and significant HR and remuneration expertise, along with extensive financial services experience. Significant leadership capabilities gained through a range of roles, including International Head of Human Capital Management at Goldman Sachs and as a member of the Goldman Sachs International Board and Management Committee. Highly experienced and knowledgeable employment lawyer, with UK and international human resources expertise.

External appointments: Non-executive Director of Cambridge University Press & Assessment.

6. Michael Topham Non-executive Director

Appointment date: Michael was appointed to the Board on 1 June 2023.

Skills and experience: Strong strategic planning and mergers and acquisitions experience. Significant leadership experience gained as Chief Executive Officer of Biffa and previously its Chief Financial Officer and Divisional Managing Director. A solid financial background and experienced in delivering commercial and operational growth. A chartered accountant, having trained with PwC.

External appointments: Chief Executive of Biffa. Director of the Environmental Services Association.

Board Committee membership

(A) Audit Committee (N) Nomination Committee (R) Remuneration Committee (E) Executive Board (●) Chair As at 30 June 2026.

i For the Board Skills Matrix, please see page 92.



Executive Board members

7. Kevin Corbett General Counsel & Company Secretary

Appointment date: Kevin joined the Executive Board on 1 February 2012 and was appointed General Counsel & Company Secretary on 1 March 2012.

Skills and experience: A solicitor and chartered civil and structural engineer who has held numerous senior leadership roles, both in the UK and internationally, including Chief Counsel Global for AECOM. A broad skill set of construction and corporate law, finance, governance, strategy and corporate secretarial practice. Extensive knowledge and experience of dealing with complex commercial legal matters and corporate transactions. A trusted adviser to the Chair, Chief Executive and Non-executive Directors.

External appointments: Non-executive Director of the Construction Industry Council.

8. Vikki Skene HR Director

Appointment date: Vikki joined the Executive Board on 3 January 2020.

Skills and experience: Over 20 years' experience as a senior HR leader, primarily in the construction industry and holding directorship roles in both Balfour Beatty and Galliford Try. Experienced in the strategic development and building of HR teams to deliver high-quality HR services to the company and its employees. A passion for proactively supporting learning and development, to help employees develop their careers. Oversees policies and processes to embed an agile and inclusive working culture, to provide all groups in the working population with access to roles in construction.

9. Mark Baxter Joint Managing Director, Specialist Services

Appointment date: Mark was appointed to the Executive Board on 3 January 2020.

Skills and experience: A chartered accountant with a wealth of experience in the construction industry, gained through numerous director-level and senior commercial roles in Galliford Try and Miller Construction. Extensive knowledge of a wide range of government-backed finance schemes, including public-private partnerships and private finance initiatives, to deliver complex projects for public sector bodies.

Excellent project management and leadership skills, successfully delivering projects from inception through construction, development and into full operations. Experience of driving long-term value over the life span of a project and developing investment portfolios and joint venture capability.

10. David Lowery Managing Director, Infrastructure

Appointment date: David was appointed to the Executive Board on 1 July 2024.

Skills and experience: Highly accomplished chartered construction professional and civil engineer, with over 25 years' national and international industry experience across multiple sectors. Dynamic business leader with significant strategy development, business planning and policy-setting skills that drive cultural and organisational performance. Extensive experience in leading and delivering complex major projects with a focus on sustainable, cash-backed and profitable outcomes. Significant operational and commercial experience and a proven track record of leading and developing diverse, high-performing teams to deliver customer and shareholder value. More recently, integrated three of the Company's latest acquisitions to develop specialist services for the environment sector and support the Group's Sustainable Growth Strategy.

New Executive Board members

11. Thomas Faulkner Joint Managing Director, Specialist Services

Appointment date: Thomas joined the Executive Board on 15 September 2025.

Skills and experience: Thomas is a chartered civil engineer with 30 years' experience in construction. He most recently spent 10 years as UK Executive Vice President at Skanska and has a strong background in the infrastructure sector, covering water, environment, highways, rail and specialist services. He is passionate about improving digital capability to enhance productivity and firmly believes that early engagement through integrated, collaborative models delivers better outcomes for all parties.

Thomas will succeed Mark Baxter, Executive Board member and Managing Director of Specialist Services, taking up his new role in a phased manner, leading to Mark's retirement at the end of 2026.

12. Cliff Wheatley Managing Director, Building

Appointment date: Cliff joined the Executive Board on 5 January 2026.

Skills and experience: A quantity surveyor and arbitrator with over 28 years' experience in construction. Joined the Group in 2008, having been a commercial manager at Miller Construction, with the last 15 years having been at director level. An experienced leader promoted from within, possessing a deep understanding of our business, with proven skills in managing a diverse range of complex projects and demanding clients. Demonstrable leadership skills as a culture-setter and communicator.

Governance review

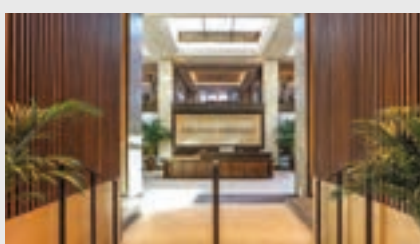
Our Board's year – site visits and strategy

Site visits

Board visits align the Board's vision with operational reality, provide firsthand oversight, and foster a stronger connection between leadership and the teams driving the business every day. During this financial year the Board visited three Projects. See below for further information.

July 2025

Dolphin Square, London



The Board visited Dolphin Square, which is a landmark residential development built in the 1930s. We are undertaking the phased restoration and modernisation, to provide over 1,200 high-quality private rental apartments, enhanced amenity space and common areas. Visiting the site enabled the Board to review the completion of phase 1 of the restoration and discuss phase 2 with senior management, to further understand the project's complexities and the innovations being employed, and to engage with staff to discuss health and safety practices and training opportunities. The project later won the Build-to-Rent Project of the Year and Residential Project of the Year at the prestigious Global Real Estate Institute Awards.

October 2025

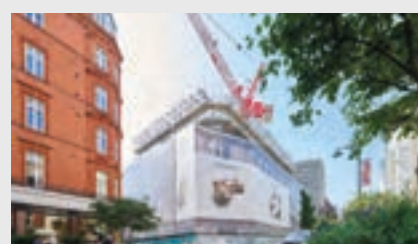
The Rise, Cardiff



The Board visited The Rise, one of Cardiff's tallest buildings at 31 storeys. It will provide 272 high-quality privately-rented apartments, ground-floor retail units and amenity spaces. The Board met the senior management and staff and discussed the Modern Methods of Construction used in the build, including using a precast concrete structure, bathroom pods and modular service installations. The Board also considered the quality of the work, the sustainability of materials and working methods, and the operational expertise in the teams.

April 2026

30-33 Sloane Street, London



The Board visited 30-33 Sloane Street, London, a £53m redevelopment involving the construction of a six-storey building and basement to include luxury retail units, premium office space and a rooftop restaurant with terrace. The Board met the senior management team and discussed ways of achieving the highest standards of sustainable design and construction while retaining the historic façade, and the challenges of working in such dense, built-up areas while maintaining health and safety practices and community engagement.

April 2026

Board Strategy Review

The Board held a strategy away day in April 2026 to review the Group's 2030 strategic objectives, confirm progress made to date, assess forecasts, and consider opportunities and ways of accelerating delivery.

The day covered the key market sectors for each division, an evaluation of their opportunities, a SWOT analysis for potential new sectors and the Government's funding approach to various markets. Each Managing Director discussed prospects, clients and the challenges they faced, as well as ways to grow current markets, achieve higher margins and expand the geographical footprint.

The Board reviewed the Group's financial performance in detail, including modelling of financial key performance indicators to 2030 and consideration of the macroeconomic and political environments.

In addition, the Board reviewed other key areas such as people and succession planning, to ensure the Group was developing a pipeline of people with the right skills for future growth, as well as internal mobility, early careers and the Mentoring the Next Generation initiative, as described in the People section on pages 38 to 41.



Our Board's year – focus areas in detail

The Board is responsible for setting the Group's strategy and overseeing its implementation by monitoring and reviewing performance against strategic objectives, to meet the needs of key stakeholders.

It does this in a variety of ways, including holding Board and Committee meetings throughout the year, where it is provided with reports and presentations from the Chief Executive, Chief Financial Officer and other senior management, to ensure it has the right information at the right time to enable strategic decisions, policies and other key updates to be fully discussed. These meetings are complemented by regular site visits (page 96) and meetings with investors and shareholders, such as at the AGM.

The Chair, supported by the General Counsel & Company Secretary, ensures the meeting agenda is carefully structured to include strategic and operational matters and important

standing items, such as reports on Health, Safety and Environment (HSE), sustainability, share price performance, market analysis and shareholder feedback, and employee insights and feedback. The agenda is also designed to allow time for open discussion, which builds in flexibility to discuss any other matters.

The Board also receives updates and in-depth reports from external advisers on specialist matters, as necessary.

The non-executive directors provide independent insight gained from a breadth of skills and experience, to support and challenge the executive directors, and all Board members are encouraged to continue

their own professional development to ensure their working and best-practice knowledge remains up to date.

Key Board discussions and activities

As described in the Section 172 of the Companies Act 2006 statement (pages 86 and 87), the Board has regard to the interests of key stakeholders when promoting the long-term success of the company. The following section provides further detail on the key matters the Board discussed during the year, their outcomes and the primary stakeholders considered in the decision-making, in line with the Group strategy, which is set out on pages 1 to 87.

Topic	Key matters the Board considered	Outcomes or decisions	Stakeholders and S172 factors considered
Strategy and performance			
Progress against strategic objectives for the year and to 2030, in each business.	The Group's Sustainable Growth Strategy to grow in core markets of Building and Infrastructure; expand into higher-margin, adjacent markets and affordable homes.	The Board concluded that the strategy to 2030 remained appropriate and that the Group was making good progress towards it. No changes were therefore required to the strategy.	     A B C D E
	Organic growth in all divisions, following market sector analysis and review for each division, with a focus on strengthening relationships and expansion into key market sectors, selecting the right contracts and delivering quality, sustainable projects to clients.	The Board agreed the disciplined approach to market sector targeting, risk management, contract selection and delivering quality products with an attractive margin was in line with delivering the core strategy.	     A B C D E
	Organic investment in higher-margin areas including the opening of Environment's Keighley pipe fabrication facility in Yorkshire, to manufacture specialist pipes for the water sector.	The Board agreed this investment was in line with the strategy to further enhance and expand the specialist water business offering, as well as increasing operational capability, creating employment opportunities for local skilled labour, and supporting the use of locally sourced equipment and services.	     A B C D E
	Acquisition investment through the purchase of Nene Valley Fire for £10m, to enhance the specialist fire businesses of Asset Intelligence and Oak Fire Protection in Specialist Services.	The Board agreed the acquisition met the criteria of the capital allocation policy, and was in line with strategy as this specialist bolt-on business would enhance the technical capability and skill offering to clients, expand the businesses' geographic reach, help generate higher-margin specialist work in future, and build on inter-company cross-selling opportunities.	     A B C D E
Operational and financial performance, at both Group and divisional level.	Reports from management including management accounts containing in-depth reviews of revenue, margin and cash management. Performance against budget and market expectations, the reasons for any variances and any actions management proposed. Biannually the Board receives analyst presentations.	The Board approved the full-year results for 2024/25 and the half-year results for 2025/26, as well as trading updates throughout the period.	     A B C D E

Key to stakeholders and Section 172 factors considered:

 People  Clients  Suppliers  Communities  Shareholders

A Long-term consequences of decisions B Interests of employees C Business relationships with clients, suppliers and others D Impact on the community and environment E Reputation for high standards of business conduct

Governance review continued

Topic	Key matters the Board considered	Outcomes or decisions	Stakeholders and S172 factors considered
Financial matters			
Annual budget and three-year forecast	The resources required and in place to achieve budget objectives. The key drivers of revenue and margin performance in the budget period. The macroeconomic backdrop and Government policy.	The Board approved the annual budget and the related financial targets for the year, which form part of management's bonus criteria, in line with an analysis of market conditions.	   A B C
Capital allocation to shareholders via:	Impact on balance sheet strength, recognising this gives stability and confidence to employees, clients and suppliers.		
Third share buyback programme	Impact on the Group's financial performance, including earnings per share. Ability to continue to reinvest in the business, both organically and through acquisitions. Shareholder and adviser views on the attractiveness of a capital return.	The Board approved its third share buyback programme of up to £10m, which was announced in September 2025.	 A B C
Interim and final dividend payments	The dividend policy and its continued appropriateness. The Group's earnings and cash flow performance. Shareholder views about the importance of the dividend.	The Board proposed a final dividend for 2024/25 of 13.5 pence per share and approved the interim dividend for 2025/26 of 5.5 pence per share.	 A
People and culture			
Health and safety performance	The health and safety update from the Chief Executive at each Board meeting, including trends and any initiatives to enhance standards. The annual presentation from the HSE director, which enables the Board to conduct a deep-dive into performance.	The Board discussed the challenge to improve health and safety performance. Ways to enhance health and safety performance within supply chains were also discussed.	   B C D
People and succession planning	The Group's Senior Leadership Team and talent pipeline. The skills the Group would require in the future. Staff recruitment and training initiatives.	The Board supported the appointment of two new Executive Board members. The Board was satisfied the Group had appropriate succession planning and development in place.	 A B
Embedding culture	Viewed working practices and heard management and employee views first-hand on three site visits, as well as via the Employee Forum. Considered employee views obtained from the annual employee survey. Regular reports and metrics on key areas via the Chief Executive report and other management meeting minutes, including health and safety, EDI matters, financial matters, risk-related matters, whistleblowing and business ethics.	Overview of the action plans arising from the employee survey. The Board considers these regular reports when making decisions throughout the year and to be satisfied that the culture is aligned to the company's purpose, strategy and values.	 A B E

Key to stakeholders and Section 172 factors considered:

 People
  Clients
  Suppliers
  Communities
  Shareholders

A Long-term consequences of decisions
 B Interests of employees
 C Business relationships with clients, suppliers and others
 D Impact on the community and environment
 E Reputation for high standards of business conduct

Topic	Key matters the Board considered	Outcomes or decisions	Stakeholders and S172 factors considered
Sustainability			
Carbon and climate change, including net zero targets	The Group's overall approach in this area.	Reviewed the implementation of a new digital resource on projects.	 
	Progress towards the 2030 reduction targets.	The Board is satisfied with the progress being made on these matters.	
	Received reports and presentations on ESG matters.		
	Actions being taken to reduce emissions.		
Risk management and internal control			
Cyber security and IT update	Review of cyber security resources and response plan to ensure minimal disruption.	The Board oversaw a number of enhancements to strengthen cyber security, including change to system log-ons, continuation of regular staff phishing exercises and review of cyber response plans and communication strategy.	 
	Presentation from the Chief Information Officer and market experts on responding to a cyber crisis.		
Approach to risk and principal risk management	Key principal risks were considered and approved.	The Board reviewed and approved the Group's approach to risk management and its principal risks.	

Key to stakeholders and Section 172 factors considered:

 People
  Clients
  Suppliers
  Communities
  Shareholders

A Long-term consequences of decisions
 B Interests of employees
 C Business relationships with clients, suppliers and others
 D Impact on the community and environment
 E Reputation for high standards of business conduct

plc Board decision-making in action

The acquisition of Nene Valley Fire

Overview

During the year, Galliford Try acquired Nene Valley Fire, a Northamptonshire-based business with a focus on the Midlands and the South, as part of the Group's plans to grow its higher-margin capabilities in adjacent sectors. The business, purchased for a £10m consideration, was deemed to be margin-accretive from the first year.

In its decision-making, the Board considered the following factors:

- The business model, revenue and profitability potential of the business being acquired.
- The purchase price, transaction costs, business reputation, commercial risk exposure, legal terms and any potential investment needed.
- How the business would complement the Group's existing capabilities in fire protection and whether the proposed business structure would be profitable.
- The specific capabilities of Nene Valley Fire including its assets, customer relationships and technical capabilities, as well as its geographical presence, to assess whether they complemented or duplicated Galliford Try's existing operations.

- The integration approach for the acquisition, within the context of Asset Intelligence's operating model and strategic objectives, and the need to protect business continuity, maintain delivery performance and progressively enhance governance and controls over time.
- Whether new controls should be proposed and how to undertake these in a phased and proportionate manner.
- Future leadership of the business and the business structure.
- Alignment to the Group's capital allocation policy and M&A criteria.
- Learning through experience and due diligence from past M&A.

The following stakeholder interests were considered:

- The anticipated management resource required to lead the integration and the impact on the existing people within the business.
- Preserving client relationships and delivery momentum in both businesses.
- Impact on day-to-day delivery for employees and their future as part of Galliford Try.
- Shareholder returns.

Who did the Board engage with in making its decision?

The Board liaised with a cross-section of stakeholder groups, including the Managing Director of the Specialist Services business, the General Counsel & Company Secretary, the HR Director and external specialist advisers, to consider all aspects of the transaction, including the interests of existing employees, clients and shareholders.



Governance review continued

Culture and Board effectiveness

Monitoring our culture



The Board closely monitors and assesses the Group's culture and recognises that this is a continuous process. The Board uses a range of methods to engage with employees, to develop a positive and progressive culture and ensure that its policies, practices and desired behaviours are aligned with and support the delivery of its strategy, values and purpose.

This is achieved via:

Site visits: During the financial year, the Board visited three sites, where they met site managers and staff, had an opportunity to discuss the project in detail and interacted with site employees and saw first-hand the working operations and health and safety procedures in place. See page 96 for further information.

Management meetings: As part of the site visits, the Board met a variety of senior managers, enabling the directors to hear their views directly. This strengthened the Board's understanding of the workplace environment and the impact of the policies and procedures it puts in place.

Employee survey: Each year a Group-wide employee engagement survey is conducted, with answers anonymised to enable full confidentiality. The questions are similar to past surveys, to enable comparisons with previous years and identify trends. The results are presented to the Executive and plc Boards. An action plan tailored for each business unit/function is then developed, implemented and communicated to the staff, with incremental reviews.

Employee Forum: See below for further information.

Inductions and the Code of Conduct: 'Doing the Right Thing' is the Group's formal Code of Conduct, which outlines the values and behaviours the Group expects of its staff and other stakeholders. This is also a focal point of the induction process for all new starters, to ensure the right approach and expectations are set and the right behaviours become embedded. Other initiatives to support such behaviours include management presentations, e-learning, on-site training and active bystander training workshops delivered to all employees. Confidential surveys also take place for new starters and leavers to provide additional insight into their experiences.

Oversight and reporting: The Board is kept up to date with regular reports and metrics on a range of key areas relating to culture, through presentations and reports, and via the Chief Executive's regular reports and other management meeting minutes. These include: a health and safety report showing key statistics, trends and any areas for improvement; and people-related data such as employee turnover, engagement scores and sickness rates. Whistleblowing and business ethics matters are also reported and considered.

Biannually the Board receives analyst presentations regarding the macroeconomic environment and Government policy, to ensure the Board is fully informed when making policies that may impact Company performance and staff.

Informal channels are also used, such as the general engagement and take-up of internal courses, feedback on Group briefings, and questions arising from the Chief Executive roadshow.

Board engagement with shareholders



Our shareholders consist of global investment funds and institutions based primarily in the UK, as well as UK regional funds, and retail and small private investors. In line with the Code, the Board is committed to maintaining regular contact and engagement with shareholders, to ensure it has a clear understanding of their views on the Company's governance, performance against strategy and other significant matters. It does this in a variety of ways, to reach as many current and potential shareholders and analysts as possible.

Board information flow regarding investor views: The Board is kept informed on investor relations matters through updates at Board meetings, feedback from investor meetings, reporting from its external investor relations consultancy, presentations from corporate brokers, monitoring its share price and events in its key markets, and receiving questions and feedback from investors and analysts throughout the year.

In 2025, the Group commissioned an independent perception audit of several institutional investors and a sample of key sell-side analysts, seeking direct feedback and input on investor-related issues, the results of which have been incorporated into a plan.

The Board approved this investor relations strategy, which included: educating stakeholders about the industry; increasing share demand by further raising the Company's profile and targeting new investor and sales desks; increasing liquidity through extended quality sell coverage opportunities; and increasing communication methods with institutional shareholders, analysts and retail shareholders, for example through site visits to projects and increased video content.

Institutional investors and analysts: The Board engages directly with investors and analysts across the financial reporting calendar. The Chief Executive and Chief Financial Officer regularly meet with existing and prospective institutional shareholders and make themselves available for conferences and ad hoc meeting requests throughout the financial year. Meetings were held with 59 institutional funds, including 21 shareholders who together represented circa 36% of the share register, as well as 38 potential investors, with increased interest from non-holders following the half-year results in March. In addition, the management team attended four investor conferences, where there was an opportunity to meet UK and European institutional funds. The Company's brokers are proactively targeting new holders and organised non-holder investor meetings outside of the results roadshows.

Key areas of discussion across all investor engagement included Environment's future pipeline and ESG factors such as skills availability, as well as macroeconomic factors such as supply chain conditions, Government spending and inflation.

Seven presentations were made to sales teams at UK investment banks, an important audience for ensuring the equity story is clearly articulated to their clients.

Management has also continued to focus on building strong regional investor relationships, engaging with a third-party specialist advisory business to schedule private client broker roadshows, arranging meetings with 16 retail investors in the year and providing further research coverage.

Environment's site visit for investors and analysts:

Water has been an area of focus for investors, particularly since the move to AMP8. In response to investor feedback, a site visit for shareholders and sell-side analysts to key Hampshire water facilities and project sites in May 2026 was held. Four of our top 15 holders attended, alongside all six covering analysts. The visit provided an overview of Galliford Try's leading Environment business and specifically how we are providing essential design, build and capital maintenance services for Southern Water, under its AMP7 and AMP8 Frameworks.

Two site tours, facilitated by our Environment leadership team and project management, gave an insight into the engineering complexities behind a major clean water pipeline and how it interfaces with a major water treatment works. Both schemes were designed and built by Galliford Try, in joint venture. At the water treatment works, guests saw first-hand the equipment and services our specialist Water Technologies and Group businesses are providing on this strategic water site, alongside infrastructure development across the site.

Retail and prospective shareholders:

The Board continued to run a targeted outreach programme aimed at retail and small private investors, who provide an important source of liquidity for the shares. Using the Proactive Investors platform, video interviews with the Chief Financial Officer are posted after each results announcement, supported by digital content following all news updates. The Executive Directors also present on the Investor Meet Company platform after each results announcement, giving retail shareholders an opportunity to engage directly with them.

In addition, the Board adopts a culture of open communication with its shareholders throughout the year, with the General Counsel & Company Secretary ensuring full responses are provided to appropriate questions received.

The AGM provides a valuable opportunity for the Board to meet shareholders in person, answer their questions directly and provide information regarding company performance, strategy and policies. All shareholders are welcome and encouraged to attend.

Board engagement with our workforce



As a people-focused company, our employees are one of our greatest assets and the Board recognises the value that a progressive and committed workforce brings to the business. A combination of mechanisms, including the Employee Forum, are used to engage with the workforce and to ensure Board and staff communications remain effective.

Employee Forum:

The Employee Forum gathers the views of staff to strengthen the employee voice in the boardroom, enabling the Board to hear directly from employees on key matters, while also gauging the impact of its employee-related policies and processes. The Employee Forum meets at least twice per year.

The Board has chosen one of the three methods suggested under Provision 5 of the Corporate Governance Code (the Code), namely to have a designated non-executive director to chair the Employee Forum and Sally Boyle, our Non-executive Director and Chair of the Remuneration Committee, undertakes that role. Other senior leaders also attend, including the General Counsel & Company Secretary, HR Director and Director of Group Communications.

Employee representatives from a range of roles across the Company make up the Employee Forum. Employee membership is reviewed annually to ensure it remains fresh and continues to appropriately represent the workforce. The matters raised are discussed at Executive and plc Board meetings and the minutes of the meetings are included in the Board packs.

During the financial year, the Forum had an opportunity to listen to and discuss employees' views on a range of themes, including:

Business performance:

- Overview of business results and performance.
- Progress against the Group strategy in market sectors.
- Analyst views of business performance.

People updates:

- Results of employee engagement survey.
- Update and feedback on our People Pledge – Grow Together.
- Launch of new PDR process in Orbit.
- Progress with equity, diversity and inclusion plans.
- Discussion of family-friendly policies.
- Introduction of a new employee benefits platform.

Outcomes:

Management considered employees' views and feedback and implemented some key initiatives:

- **New rewards benefits platform –** The introduction of a platform which provides employees with increased access to a range of discounts and streamlines access to employee benefits, such as additional annual leave purchases and BUPA.

i Board engagement with other stakeholders – see Strategic report on pages 1 to 86.



Investor site visit – May 2026.

Governance review continued

Board performance review: 2026 update and 2025 performance evaluation

In line with the Code, the Board reviews its own effectiveness and that of its Committees each year. An externally facilitated review takes place at least every third year, with the last one in 2025. Overall, the 2026 evaluation found the Board and its Committees were operating effectively.

2026 Board effectiveness review

The 2026 Board evaluation was internally facilitated by the Chair, supported by the General Counsel & Company Secretary. It took place during March and April 2026, with the findings presented to the May Board meeting.

The process involved comprehensive online questionnaires, which are specific to each director's Board and Committee responsibilities. Questions were reviewed in line with the Code and best practice, to ensure continued relevance, and remained broadly similar to previous evaluations to enable comparison of results. Two new questions were included this year, regarding cyber security and acquisition strategy. The questionnaire also had a commentary section, to allow the directors to express opinions.

The questionnaires were sent securely to each director for completion. The Chair and General Counsel & Company Secretary then collated and reviewed the responses.

Overall, the Board and its Committees achieved high scores and the evaluation confirmed the Committees are continuing to operate effectively. The results of the evaluation confirmed that the composition of the Board is appropriate for the size and structure of the business.

The Board has identified the following areas to address over the next financial year:

Recommendations arising from 2026 Board performance review

- ➡ Board – Continue to focus on the development of future strategy, monitoring progress against performance, to ensure strategic targets to 2030 and beyond are met.
- ➡ Nomination – Continue to monitor Board composition and experience. Consider inviting an experienced director to speak to the Board to aid the Board's future development.
- ➡ Audit – Continue to work and support the internal audit team with risk management generally.
- ➡ Remuneration – Review and consider the appropriateness of the long-term incentive plan performance metrics and remuneration policy generally.

In line with best practice, the Chair evaluates the performance of individual directors on an annual basis. She holds one-to-one meetings with each Board member and the General Counsel & Company Secretary, to discuss their performance, contributions, commitments and any training and development needs.

The Chair's performance is assessed through the annual Board evaluation and through a separate annual meeting of the non-executive directors, led by the Senior Independent Director without the Chair present. In March and April 2026, the Senior Independent Director consulted all Board members to discuss the Chair's performance and concluded that the Chair was performing effectively.

The 2025 Board performance review

As shown below, the Board has successfully addressed the actions arising from the externally facilitated effectiveness review in 2025:

Recommendation	Actions taken
Composition: Composition and development of the Board, both non-executive and executive director roles, to remain an area of focus.	The composition, skills and development of the Board were kept under review during the year, to ensure the Board remained fit for purpose for the future development of the Group.
Succession: Carefully monitor the Group's management succession planning.	The Nomination Committee undertook two six-monthly 'deep dives' to consider succession planning for the senior management team. Two new members of the Executive Board were appointed during the year, to enable an orderly handover as current Executives retire.
Mentoring: Further develop the regular interaction sessions between the Chair and Chief Executive and the Audit Committee Chair and Chief Financial Officer.	The Chair and Chief Executive and the Audit Committee Chair and Chief Financial Officer have regular one-to-one meetings.
Stakeholders: Consider engaging with clients and key suppliers through site visits, where appropriate.	The Executive Directors met with over 300 key suppliers, to further strengthen relations and to better understand the challenges being faced in the industry.
KPIs: Refresh and simplify Board reporting together with appropriate measures to monitor performance.	The financial papers to the Board were reviewed and updated, to include a revised summary schedule of KPIs, a format change and new information.
Board topics: Develop a planner to include topics identified by the Board.	A more detailed planner was developed to assist Board agenda planning.

UK Corporate Governance Code 2024 compliance

The Board confirms that during the financial year ended 30 June 2026, the Board has applied the Principles and complied with all the Provisions of the 2024 Code. With regard to Provision 29 (the monitoring of the Company's risk management and internal control framework and carrying out an annual review of its effectiveness), the Company is continuing to apply the 2018 Code in this area and has a working party in place to ensure compliance for the deadline in 2027 – see page 108 in the Annual Report.

The table below sets out where the required information can be found in this Annual Report.

Area of the code	Location	Area of the code	Location
Board leadership and company purpose		Composition, succession and evaluation	
Role of the Board	Pages 90-91	Board and Committee composition	Pages 94-95
Purpose, values and strategy	Pages 4, 24-29, 97	Director appointments and appointment process	Page 105
Board oversight of culture	Page 100	Succession planning	Page 105
Board decisions and outcomes	Pages 97-99	Equity, diversity and inclusion	Page 89, 105
Stakeholder engagement, including shareholders and the workforce	Pages 100-101	Annual Board and Committee evaluation	Pages 102, 105, 108
Workforce policies and practices	Page 101	Role, composition and activities of the Nomination Committee	Page 104
Business model, opportunities and risks	Pages 5-13, 66-84, 109	Director election and re-election	Page 88
Section 172 statement	Pages 86-87	Audit, risk and internal control	
Whistleblowing	Page 109	Internal and external audit	Page 108
Division of responsibilities		Integrity of financial and narrative statements	Page 131
Role of the Chair, Chief Executive and Senior Independent Director	Page 91	Fair, balanced and understandable assessment	Page 110
Division of responsibilities between the Board and management	Pages 90-91	Risk management and internal control framework	Page 109
Non-executive directors' role and time commitments	Pages 91, 106	Role, composition and activities of the Audit Committee	Page 107
Chair and non-executive director independence	Pages 91, 106	Directors' responsibilities	Pages 91, 107, 131
Role of the Senior Independent Director	Page 91	Emerging and principal risks	Pages 66-84, 109
Board and Committee meetings	Page 93	Effectiveness of the internal control framework	Page 109
Role of the General Counsel & Company Secretary	Page 91	Viability statement and going concern	Pages 85, 130
		Remuneration policy	
		Remuneration policy	Pages 112-119
		Role, composition and activities of the Remuneration Committee	Pages 111-112, 126
		Workforce remuneration	Page 119
		Non-executive director remuneration	Pages 116, 127
		Remuneration consultant	Page 126
		Share schemes, including post-employment holding requirements	Pages 115, 117-123
		Use of discretion, and malus and clawback	Pages 113, 116-117
		Pension arrangements for executive directors	Page 115
		Notice periods and terms of appointment	Pages 106, 118

Nomination Committee report



Alison Wood
Nomination Committee Chair



- **Alison Wood**
Nomination Committee Chair
- **Kevin Boyd**
Senior Independent Director
- **Sally Boyle**
Non-executive Director
- **Michael Topham**
Non-executive Director

I am pleased to report on the Committee's activities during the year.

The Committee's main focus was to oversee a continuing and effective succession plan for the Board and its senior leadership team, and to review the future leadership development and progress of a diverse pipeline within its employee talent pool. This work has been especially key given the changes to the Executive Board membership discussed in my review on page 88.

We have also continued to review the Board's composition, which has confirmed that the Board has maintained the right balance of skills, composition, experience and knowledge required for the future development of the company.

Committee composition and remit

Details of the Committee's members can be found on page 94. The majority of members are independent non-executive directors, complying with Provision 17 of the Code.

In line with best practice, the Committee reviewed its terms of reference during the year. These required only minor changes and the current terms of reference can be found on the Group's website (www.gallifordtry.co.uk) or by scanning the QR code below.



Calendar of 2025/26 Committee activities and areas of focus

During the financial year, the Committee prioritised the areas set out below:

December

- Succession planning, including reviewing:
 - Executive Board succession and future organisational design discussion;
 - senior leadership succession; and
 - employee talent pool review and leadership succession.
- Impact of Retain and Gain strategies on the talent pipeline, including:
 - early careers resourcing;
 - digitised induction programme;
 - internal mobility programme; and
 - streamlining retention and attraction.
- EDI strategies, including:
 - inclusive leadership and active bystander workshops; and
 - increasing diversity in the talent pipeline.
- Learning and development strategies, including:
 - delivery of research project on barriers faced by women in operational roles in construction;
 - resident coaching programme roll-out; and
 - access to cross-company mentoring.

2025

May

- Succession planning overview, including:
 - Executive Board succession plan review;
 - leadership succession plan refresh; and
 - key senior changes overview.
- Retain and Gain update, including:
 - strengthening the talent pipeline; and
 - 'Growing Together' strategy review.
- Non-executive directors' appointment review and Board Committee membership.
- Remuneration Committee terms of reference review and approval.
- Board and Committee internally facilitated performance review.
- Executive Board performance review.

2026

Review of the Board's composition

There were no changes to the Board or its Committees during the year. As at 30 June 2026, the Board comprised the Chair, three independent non-executive directors, the Chief Executive and the Chief Financial Officer. All non-executive directors, including the Chair, provide support and challenge to the executive directors, leadership team and senior managers as appropriate.

The Committee reviews the composition of the Board and its Committees at least annually, as part of the Board performance review process. The Committee considered the balance of the directors' skills, experience, knowledge and diversity of opinion, to ensure each can continue to contribute to the Group's longer-term sustainable success and that, overall, the Board remains suitable for the Group's structure and can effectively deliver its strategy and objectives. The Committee also considered the directors' time commitments, to ensure they can continue to discharge their responsibilities effectively.

Given the scale and structure of the Group, the Committee found the composition and size of the Board and its Committees remains appropriate for the forthcoming year. Further details on the Board evaluation and its outcomes can be found on page 102.

Director induction process

When a new director joins the Board, a comprehensive induction programme is undertaken, tailored to the individual's skills, knowledge and experience, and designed so they can act effectively as soon as possible. The programme includes independent meetings with the Chair, Chief Executive, General Counsel & Company Secretary, other Board members, the Executive Board and other senior leaders. Detailed information on all key areas is provided including the terms of reference of the Board and its committees, and copies of Board packs to ensure information regarding key areas and recent events is passed on. The induction process is further supported through business briefings, site visits and introductions to external advisers.

The Board and its Committees' performance review

The internally-facilitated performance review concluded that the Nomination Committee remains effective and met its performance requirements for the financial year. The review also resulted in a small number of actions for the Committee to consider and undertake, including that the Committee continue to monitor Board composition and experience, and that it consider inviting an experienced director to speak to the Board to aid its future development. Further details on the Board evaluation and its outcomes can be found on page 102.

Senior leadership succession planning

Succession planning at senior levels below the Board remained a key area of focus for the Committee during the financial year. The HR Director provides an update twice a year to enable us to review current senior positions, any key appointments or upcoming retirements, progress with implementing the Group's succession plan and focus on addressing any succession gaps by developing internal candidates where possible. The succession plan identifies timescales for developing those coming forward, through coaching, mentoring, training and development opportunities. We also discussed initiatives to support a diverse talent pool of employees who demonstrate high potential for promotion.

The Group's Retain and Gain people strategy was further developed this year, to ensure employees are proactively engaged and trained, to support their retention. Initiatives to increase diversity across our business included the Women in Construction research project and the Early Careers programme, including a scheme to mentor the next generation, as noted in the People section of our Strategic report on page 38.

Culture of equity, diversity and inclusion

A key focus for the Committee is continuing to ensure EDI is embedded in the Sustainable Growth Strategy, to provide a supportive, progressive and inclusive culture for all.

During the financial year, the Committee monitored the development of the EDI initiatives implemented last year. The outcomes included Inclusive Leadership workshops for all of our senior leaders, business units and functional heads. Active bystander workshops were also delivered to all of the workforce and now form part of our induction programme for new employees. A session on 'Navigating the multi-generational workplace' was also shared at the Leadership conference, which helped managers to further align to our development programmes. This followed the creation of a dedicated inclusion team within the HR function in 2023 and the Group's continued work with Clear Company, an EDI and culture consultancy, which provides objective and constructive feedback and guidance on our retention and recruitment practices. As a result of this progressive work we progressed from holding a Bronze to a Silver accreditation in June 2026.

The Committee also considered an extensive range of EDI working practices, to ensure the Group can attract the best candidates from as wide a section of the population as possible. The practices include agile and hybrid working, and supporting industry initiatives such as the National Association of Women in Construction and the Supplier Diversity Group. The Group is also an accredited Disability Confident employer.

Nomination Committee report continued

The results of the Women in Construction research project, which focused on the challenges women face in their careers, including operational roles in construction, have been reviewed and management are considering ways to implement the findings. Further information on the EDI initiatives implemented can be found in the People section commencing on page 38.

Statement on compliance of Board and Committee equity, diversity and inclusion

EDI is a key consideration when assessing the composition of the Board and its Committees, to ensure there are no barriers to attracting the best candidates, developing a diverse pipeline for succession and creating an inclusive environment.

The Committee considers a broad definition of diversity when setting policies and appointing directors, which includes ethnicity, religion, socio-economic background, gender, sexual orientation, age, disability, partnership status, culture, personality and professional experience. The Committee continues to work hard to ensure the Board is sufficiently diverse to support its future strategic developments. However, while the Board considers diversity to be a key factor in its recruitment, the Board prioritises appointments on merit, which includes the candidate's skills and experience.

The Board fully supports the Financial Conduct Authority (FCA) targets for at least 40% of Board members to be female, for a woman to hold at least one of the senior Board positions and for at least one member of the Board to come from a minority ethnic background. To collect the data for the gender and ethnic diversity disclosures, the Board and its senior management team were each sent a series of questions to complete, asking how they identify in each of the designated categories under the FCA Listing Rules disclosure.

The Board had complied with the two gender-related targets from 2021 to 2024. However, following the departure of Marisa Cassoni in November 2024, the proportion of female Board members fell to 33%.

The Board therefore confirms that as at 30 June 2026 (being the reference date selected by the Board for the purposes of this disclosure), it does not fully comply with the UKLR 6.6.6R(9)(a) and the FTSE Women Leaders Review, as it does not meet the target for at least 40% of Board members to be female. With a female Chair of the Board, the company does comply with the requirement that a woman must hold at least one of the senior Board positions.

The company also does not presently meet the UKLR 6.6.6R(9)(a)(iii) (formerly Listing Rule 9.8.6R(9)) target to have at least one individual on its Board from a minority ethnic background and acknowledges that further work is required to become more ethnically diverse. In its most recent search for new appointees to the Board, the Committee expressly sought to identify candidates from a minority ethnic background.

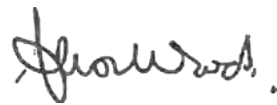
Directors' time commitments

When making an appointment, the Board takes into account other significant demands on a director's time, which must be disclosed prior to appointment. Any additional external appointments may then only be undertaken with the Board's written approval and if it is considered that the director's time and other commitments allow.

Executive directors require the Board's approval to accept any external appointments as a non-executive director and retain any associated fees. These measures are in place to ensure all directors have sufficient time and capacity to focus on the work required by the company.

Non-executive directors' letters of appointment

The roles and responsibilities of the non-executive directors are specified in their letters of appointment. The letters of appointment are available for inspection on request at the Group's registered office and will be available immediately prior to and during the 2026 AGM.



Alison Wood
Nomination Committee Chair

Board and Executive management gender identity table

As at 30 June 2026

	Number of Board members	Percentage of the Board	Number of senior positions on the Board (CEO, CFO, SID and Chair)	Number in Executive management ¹	Percentage of Executive management ¹
Men	4	67	3	5	83
Women	2	33	1	1	17

1 Those included in the number in Executive management consist of those who make up the Executive Board but who are not plc Board members.

Board and Executive management ethnic identity table

White British or other White (including minority-White groups)	6	100	4	6	100
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1 Those included in the number in the Executive management column consist of those who make up the Executive Board but who are not plc Board members.

Audit Committee report



Kevin Boyd
Audit Committee Chair



- **Kevin Boyd**
Audit Committee Chair
- **Michael Topham**
Non-executive Director
- **Sally Boyle**
Non-executive Director

As Chair of the Audit Committee and on behalf of the Board, I am pleased to present the Audit Committee Report for the financial year ended 30 June 2026.

Composition of the Committee

In accordance with the Code, all members of the Audit Committee are independent non-executive directors and have been appointed based on their financial and commercial expertise. Michael Topham and I are chartered accountants and have previously held chief financial officer roles in listed companies, as well as various other senior financial roles, and Sally Boyle has significant legal and commercial experience, both internationally and in the UK. This combined skill, expertise and experience ensures there is the required level of competence among Audit Committee members to meet their duties. Further information on the skills, expertise and experience of the Committee's members can be found on page 94. The Committee continues to ensure each member has sufficient knowledge and access to training to stay up to date and contribute effectively to the Committee's work.

In addition to the Committee members, we regularly invite the Chair of the Board, the Chief Executive, the Chief Financial Officer, the Director of Risk and Internal Audit, and the Group Financial Controller to attend our meetings. The General Counsel & Company Secretary, or his delegate, acts as secretary to the Committee and provides support as required. The external auditor also attends Committee meetings by invitation.

Remit and activities

The Committee held three planned meetings during the financial year, which it deems appropriate to its role and responsibilities. The Committee's delegated authorities and calendar of prioritised work remain in line with previous years and with the Code's requirements.

The Committee's key responsibilities are:

- delegated responsibility from the Board for financial reporting;
- monitoring external audit, internal audit, risk and controls; and
- reviewing instances of whistleblowing and the Group's procedures for detecting fraud.

The Committee also continues to meet with the Director of Risk and Internal Audit and the external audit teams without Executive management present, to discuss any matters which they may wish to raise.

In line with best practice, the Committee reviewed and updated its terms of reference during the financial year. The terms of reference were refreshed to reflect the requirements of Provision 29 of the Code, but otherwise required only minor changes. The current terms of reference can be found on the Group's website (www.gallifordtry.co.uk) or by scanning the QR code below.



Calendar of 2025/26 Committee activities and areas of focus

September

- Overview of contract accounting judgements.
- Committee review of 2025 full-year results, including external auditor presentation, going concern review and viability statement, and approval of the 'fair, balanced and understandable' process.
- Review of draft 2025 annual results statement.
- Review of draft external audit opinion.
- Review of internal audit and whistleblowing reports.

2025

February

- Overview of contract accounting judgements.
- Committee review of 2026 half-year results, including external auditor presentation, going concern review and approval of the 'fair, balanced and understandable' process.
- Review of draft half-year 2026 results statement.
- Review of the Tax Strategy.
- Provision 29 review.
- Review of internal audit and whistleblowing reports.

2026

May

- Review and approval of the internal audit report, internal audit charter and internal audit plan 2026/27.
- Approval of the external audit plan and proposed audit fees.
- Anti-money laundering compliance update.
- Provision 29 progress review report.
- Review of internal audit and whistleblowing reports.
- Review of terms of reference and non-audit fee policy.

2026

Audit Committee report continued

Committee evaluation

The Committee's operations were reviewed as part of the internally facilitated Board evaluation process, which concluded that the Committee continues to operate effectively and fulfils its remit well. The review resulted in one action, namely to continue to work and support the internal audit team with risk management generally.

Please see page 102 for further information on the Board and its Committees' performance review.

Provision 29 preparation

In May 2024, the Committee reviewed a report on the requirements under the revised Provision 29 of the UK Corporate Governance Code 2024 and agreed a plan to achieve compliance. A working group was tasked with scoping, project planning and testing the operational effectiveness of our internal controls, stress testing for resilience and, where necessary, strengthening the processes. The working group is chaired by the Chief Financial Officer and consists of senior finance and non-finance members. It meets regularly to ensure focus and progress against the timetable and actively engages with external advisers.

The working group is continuing to make good progress towards compliance for the financial period ending 30 June 2027. Key achievements to date include:

- ➔ Identifying and briefing control owners.
- ➔ Agreeing all material and key controls.
- ➔ Recruiting an internal control team.
- ➔ Receiving regular updates from control owners regarding control readiness.
- ➔ Introducing finance control self-assessments.
- ➔ Commencing 'dry run' testing, which is now well advanced.

Work will continue throughout 2026/27, with testing in all key control areas and management regularly reviewing progress. The Audit Committee will continue to monitor the effectiveness of the working group's activities.

External audit

The company's external auditor is BDO LLP (BDO). The audit partner is Peter Latham, who has been a partner at BDO for three years. The appointment of BDO followed a tender process in 2018, making this BDO's seventh year as auditor. A mandatory re-tender is therefore required before the 30 June 2030 year-end audit.

During the financial year, the Committee formally met with the external auditor as part of the interim review, audit planning and year-end audit findings. During the planning phase of the audit, the Committee gave its views on various elements including the materiality, key risks and the associated audit approach to those risks. The Committee meets privately with the auditor, and the Chair of the Committee speaks regularly with the audit partner throughout the financial year.

Each year, the Committee assesses the independence, objectivity and effectiveness of the external audit process, which includes discussing feedback from the members of the Committee and key senior management, and information from regulatory sources. The Committee is satisfied that the external audit relationship is effective and that BDO remains sufficiently independent, in accordance with the relevant professional ethical standards.

A resolution is to be proposed at the forthcoming AGM to reappoint BDO as auditor, with its terms of engagement and remuneration to be determined by the Committee.

Non-audit services

The Group has policies and review mechanisms governing the provision of material non-audit services, to safeguard the objectivity and independence of the external auditor. These remained in force throughout the financial year. The policy specifies:

- ➔ the types of non-audit service for which use of the external auditor is pre-approved, as a matter of policy;
- ➔ the services for which specific approval from the Committee is required before the auditor is contracted; and
- ➔ the services from which the external auditor is excluded.

In respect of pre-approved services, individual and aggregated services are limited to £100,000 in any year. Furthermore, if the total value of non-audit service engagements exceeds 50% of the total Group audit fee for the previous financial year, the Committee must approve any subsequent non-audit-related service engagements in excess of £50,000. Other restrictions are also in place that align to the ethical standards, including limiting non-audit related fees paid to the external auditor to no more than 70% of the average of the fees paid to the audit firm in the last three consecutive financial years.

During the financial year, and in line with previous years, BDO provided a standard non-audit-related assurance service for the half-year review, with the fees detailed in note 6 to the financial statements. BDO did not provide any other non-audit services during the period and the Committee is satisfied that the non-audit-related assurance service provided does not impair BDO's independence and objectivity.

Internal audit

Each year, the Committee monitors and reviews the effectiveness of the internal audit function, approves the scope of the internal audit plan for the following year, assesses the adequacy of the team's resources and oversees, and challenges as necessary, management's response to the findings of internal audits.

During the financial year, the Internal Audit team continued to deliver its agreed internal audit plan and provided commercial and risk management support across the Group, at the request of the Audit Committee, the Executive Board and senior management. Results from the biannual commercial health checks, based on a sample of 10-12 contracts from across the business, are reported to the Committee. Projects included in the commercial health checks provide a representative mix of business units, project values, current commercial performance and stage of completion.

Overall, the Internal Audit function operated effectively and contributed strongly to the Group's governance framework.

Risk management

The Executive Risk Committee reports to the Executive Board and the plc Board. It reviews the Group's risks, assesses and documents emerging risk themes that could have a significant impact on our business, and considers climate-related risks and opportunities, in support of our Task Force on Climate-related Financial Disclosures (TCFD) reporting.

In line with Provision 29 of the Code, the Board undertook an annual assessment of the appropriateness and effectiveness of the Group's risk management and internal control systems prior to approving the full-year results. This review covers material controls, including financial, operational and compliance controls.

Following this review, the Committee concluded that the system of risk management and internal control was effective and appropriate for the Group's size and complexity.

i For further information on risk management, please see pages 66 to 71.

Internal control framework

The day-to-day management of our principal risks is supported by an internal control framework which is embedded in our management and operational processes. The most significant elements of the Group's internal control framework have remained consistent with the previous financial year and include the following:

- **Organisational structure:** Each business unit is led by a managing director and management team, providing a clear hierarchy and accountabilities.
- **Code of Conduct:** The Group promotes a culture of acting ethically and with demonstrable integrity. Our ethical standards and approach are set out in 'Doing the Right Thing', our Code of Conduct. It is supported by training modules, and its themes and importance are communicated to new starters as part of their induction.
- **Contractual review and commitments:** The Group has policies and procedures for entering into contracts that apply across its business units and operations and are enforced through the Group's legal authorities matrix.

- **Operational activity:** Site operations are performed in line with established business management systems and processes that incorporate all operational activities, including health, safety and environmental (HSE) procedures, regular performance monitoring, quality management and external accountability to stakeholders.
- **Financial planning framework:** A detailed annual budget is prepared for each financial year, which is approved by the Board. This is supplemented by the Group's strategy to 2030.
- **Operational and financial reporting:** An exacting profit and cash reporting and forecasting regime is in place across the Group. This emphasises cash flow, income and balance sheet reporting, as well as HSE matters within monthly operational reports.
- **Internal audit:** The Internal Audit team develops and delivers an annual programme of internal audits, which includes business unit key control reviews, audits of Group processes and other specific risk areas, and reviews of significant change programmes.
- **Assurance provided by non-audit functions:** A number of other Group functions provide assurance in areas including, but not limited to, HSE, legal contract reviews and compliance, and construction industry regulation.
- **Contract rectification provision:** The Committee considered whether a material rectification provision as disclosed in the critical accounting estimates and judgements in the financial statements appropriately met the criteria for a provision and was appropriately estimated and disclosed. The Committee also considered the levels of other required provisions and associated disclosures around contingent liabilities.
- **Going concern and viability:** The Committee considered key commercial, economic and other risks to the Group's going concern status and longer-term viability and reported to the Board on its findings.
- **Significant transactions:** The Committee has given particular consideration to the accounting for and presentation of individually significant transactions, and areas where adjusted performance measures are required to ensure that the financial statements give a fair, balanced and understandable view of the Group's performance, and that statutory measures are equally clear and prominent.
- **PPP portfolio valuation:** The Committee reviewed the discount rate used to determine the fair value of each of the Group's PPP investments.

Significant issues and other accounting judgements

The Committee reviewed the integrity of the Group's financial statements and all formal announcements relating to the Group's financial performance. This included an assessment of each critical accounting policy, as set out in note 1 to the financial statements, as well as review and debate on the following areas of significance:

- **Contract revenue and provisions:** In conjunction with the annual audit, the Committee continued to review key judgements in respect of revenue recognition and contract provisions in relation to certain significant long-term construction contracts.

Whistleblowing

The Group has an independent and anonymous whistleblowing procedure, allowing any employee or third party to confidentially raise concerns. The Committee reviewed any whistleblowing reports at its meetings during the year, ensuring that the whistleblowing procedure remains effective and that any matters reported are appropriately investigated and resolved.

Audit Committee report continued

Fair, balanced and understandable consideration

As requested by the Board and in line with its terms of reference, the Committee has reviewed the 2026 Annual Report and financial statements and considered whether, in terms of the form and content of the strategic, governance and financial information taken as a whole, it is fair, balanced and understandable and enables shareholders to assess the Company's position and performance, business model and strategy. The process was as follows:

➡ External legal advisers review the Annual Report Governance section draft to ensure compliance.

➡ Management considers key judgements and significant changes, and how such matters should be disclosed.

➡ The General Counsel & Company Secretary and finance team ensure that the balance of information provided is consistent with the balance of discussions at the plc Board.

➡ Drafts of the Annual Report are provided to the Committee members in advance, for consideration and review.

➡ Management prepares papers for the Committee, setting out key judgements in preparing the Annual Report and how such matters are disclosed.

➡ The Committee, once satisfied the requirements have been met, recommends that the fair, balanced and understandable review process is approved at its September meeting.

➡ The Board considers the Committee's recommendation that the fair, balanced and understandable statement be applied to the 2026 Annual Report and financial statements.

The Board approved the Committee's recommendation that the fair, balanced and understandable statement could be applied to the 2026 Annual Report and financial statements, and this can be found in the Directors' report on pages 128 to 130.



Kevin Boyd
Audit Committee Chair

Remuneration Committee report



Sally Boyle
Remuneration Committee Chair



- **Sally Boyle**
Remuneration Committee Chair
- **Alison Wood**
Board Chair
- **Kevin Boyd**
Senior Independent Director
- **Michael Topham**
Non-executive Director

On behalf of the Board, I am pleased to present the Directors' Remuneration report for the financial year ended 30 June 2026.

The Remuneration report is divided into three parts: the Annual Statement; the Directors' Remuneration Policy; and the Annual report on remuneration, which sets out how the Remuneration Policy was applied during the financial year.

Remuneration and performance in 2025/26

Through operational efficiency and expertise, financial discipline, focused risk management and committed employees, the Group has continued to deliver a strong performance to all its stakeholders. In line with the 2025/26 targets of the Annual Bonus Plan (ABP), the Committee has approved payments for the financial year at 96.4% of maximum. For the Long Term Incentive Plan (LTIP), the Committee has approved the vesting of awards granted to the Chief Executive under the LTIP in September 2023. Based on performance up to the financial year, 100% of the September 2023 LTIP will vest on 25 September 2026, three years after grant. All awards are made in accordance with the Remuneration Policy approved by shareholders at the company's AGM on Friday 10 November 2023.

During the year management considered a range of factors when determining the average annual salary award to employees including the economy, inflation, salary trends and sector benchmarking, general labour supply and business affordability, and an average annual salary award budget of 3.25% was agreed.

The Committee has continued to apply the recommendations of the UK Corporate Governance Code and decisions relating to remuneration matters are set out in the relevant sections of this report. The Committee confirms the changes brought in by the 2024 UK Corporate Governance Code relating to remuneration were implemented during 2025.

This report has been prepared in accordance with the relevant provisions of the Companies Act 2006, The Companies (Directors' Remuneration Policy and Directors' Remuneration Report) Regulations 2025, the Large and Medium-sized Companies and Groups (Accounts and Reports) (Amendment) Regulations 2013 and the Financial Conduct Authority's Listing Rules.

Calendar of 2025/26 Committee activities and areas of focus

July

- ➔ Review of recent market developments in executive remuneration.
- ➔ Review of LTIP metrics and market practice trends.
- ➔ Review of LTIP 2025 grant of awards.
- ➔ Update on 2024/25 annual bonus forecast, performance and proposed 2025/26 annual bonus scheme.
- ➔ Consideration of bonus discretion and Committee guidance.
- ➔ Long Term Bonus Plan (for roles below Executive Board level) and interim award 2025 proposals.
- ➔ Review of draft 2025 Directors' Remuneration report.

2025

September

- ➔ Consideration of 2025 LTIP and Annual Bonus Plan awards.
- ➔ Review of 2024/25 Long Term Bonus Plan awards.
- ➔ Review of employee annual bonus performance to 30 June 2025.
- ➔ Approval of the 2025 Directors' Remuneration report.
- ➔ Review of Employee Share Trust purchase programme.

2025

February

- ➔ Remuneration and other considerations for the wider workforce.
- ➔ Remuneration governance updates.
- ➔ 2026 salary and benefits review (effective 1 April 2026).
- ➔ Proposed 2026 Policy review.
- ➔ LTIP review (including TSR metrics).
- ➔ Review of terms of reference.
- ➔ Employee Share Trust update.

2026

Remuneration Committee report continued

Remuneration Policy Review

The Committee reviewed the Group's existing policy and the formulation of the 2026 Remuneration Policy. The review took into account market and corporate governance best practices and feedback from shareholders and other key stakeholders. The Committee considers the existing policy and structure, comprising base salary, pension, benefits, annual bonus and LTIP, to remain appropriate and, as previously designed, it is already aligned to recent developments with best market practice, as are the current incentive opportunities. The Committee also took into account that the existing policy was approved by 99.3% of shareholders who voted at the 2023 AGM.

While this is not strictly a change to Policy, which allows for flexibility in this area, the Committee did determine to adjust the performance metrics applicable to the LTIP from 2026 onwards. Specifically, the current month-end cash as a percentage of turnover metric will be replaced with a measure linked to relative total shareholder return (TSR). The addition of the TSR metric represents the Committee's view that it is appropriate to include a measure that directly rewards against the shareholder experience; the Committee also noted that the Group's immediate peers include relative TSR in their LTIP plans. Further details of the specific TSR metric may be found on page 113.

The Remuneration Policy will be subject to a binding vote at the AGM on 12 November 2026. The full policy is set out on pages 113 to 119.

Application of Remuneration Policy in 2026/27

The key elements of how the Remuneration Policy is being applied are set out below:

- ➔ **Base salaries:** The Committee continues to monitor and review pay and conditions across the Group and the external market. Taking into account cost of living and external market conditions, an overall salary budget of 3.25% was approved for annual staff salary increases across the Group from 1 April 2026. Bill Hocking's salary was increased by 2.80% and Kris Hampson's salary was increased by 3.19%, both of which are below the budgeted average salary increase awarded across the workforce.
- ➔ **Annual Bonus Plan (ABP):** The scorecard for the Annual Bonus Plan for 2026/27 is in line with the 2025/26 scorecard and includes updated ESG metrics. All bonus awards will be subject to the Committee's discretion, taking into account health and safety performance, compliance with the Prompt Payment Code and the underlying performance of the Group. The 2026/27 targets will be disclosed as usual in the 2027 Annual Report.
- ➔ **LTIP:** As noted above, the Committee agreed a change to the LTIP performance metrics. Further details may be found on page 113.

In addition to the vote on the Remuneration Policy, there will be an advisory vote at the AGM in November 2026 on the Directors' Remuneration report.



Sally Boyle
Remuneration Committee Chair

17 September 2026

Remuneration at a glance

The following is a summary of the Executive Directors' remuneration in 2025/26 and proposed application of the approved Remuneration Policy (Policy).

Remuneration Policy and framework

Our approach to remuneration and our Policy are set out on pages 114 to 119 of this report. The elements of executive directors' remuneration are:

- **Fixed element:** Comprises base salary, taxable benefits (such as a company car or cash equivalent allowance, private medical and permanent health insurance, and life assurance), and contribution to a pension.
- **Variable element:** Annual bonus, which incentivises and rewards the achievement of stretching annual targets (both financial and non-financial) that support the Group's annual and strategic objectives, with two thirds of any bonus earned in excess of 50% of salary required to be deferred into restricted shares.

- **Long-term element:** The LTIP incentivises the achievement of sustained long-term financial and operational performance over a three-year performance period. Any share awards that vest are subject to a two-year holding period.

For information on the executive directors' actual remuneration in 2025/26 see table on page 120.

Variable pay outcomes

Annual bonus payments for 2025/26

The annual bonus payments made to the Executive Directors are summarised in the table below.

Director	Maximum bonus (% of salary) ¹	Achieved bonus (% of salary) ¹	Cash £000	Shares £000
Bill Hocking	120%	115.7%	385	234
Kris Hampson	100%	96.4%	257	121

¹ See page 121 for further information.

LTIP outcomes

Vestings relating to 2023 to 2026 performance

The LTIP awards granted to Bill Hocking on 25 September 2023 were based on 75% underlying EPS performance and 25% on average month-end cash as a percentage of annual turnover in the final year to 30 June 2026. The September 2026 vesting is summarised below:

	Stretch EPS condition	Actual EPS performance	Stretch average month-end cash ¹ condition	Actual average month-end cash ¹ performance	% Vesting	Value of award vesting £000 ²
Bill Hocking	34.5p	41.7p	10%	11.2%	100%	1,646

¹ As a percentage of annual turnover.

² Estimated based on the average share price over the three months to 30 June 2026.

Application of the 2026 Policy in 2026/27

Element	Bill Hocking	Kris Hampson
Base salary	£550,000	£404,500
Pension	8%	8%
ABP	Maximum bonus opportunity of 120% of salary for the Chief Executive and 100% of salary for other executive directors.	
LTIP	Award of up to 150% of salary.	
Performance targets	Adjusted EPS 66.7%: The target adjusted EPS to be achieved in the final year of the performance period (1 July 2028 to 30 June 2029) is 63.7p. Achieving 57.3p would generate 25% vesting and 70.0p would generate 100% vesting on a straight-line basis. Relative total shareholder return (33.3%). Measured relative to the constituents of the FTSE 250 excluding investment trusts, the financial services sector and natural resources companies. Achieving median performance would generate 25% vesting and performance at or above upper quartile would generate 100% vesting on a straight-line basis.	
Holding period	Any vested LTIP shares must be held for two years after vesting (after payment of tax).	
Malus and clawback	Malus and clawback apply in circumstances of error, material misstatement, misconduct, reputational damage or corporate failure as a result of poor risk management.	

Directors' Remuneration Policy report

The main objectives of the Group's Remuneration Policy are to:

- ➔ ensure that remuneration packages are appropriately positioned and structured to promote a Sustainable Growth Strategy for all stakeholders and which takes into account pay and conditions and market practice;
- ➔ engender an inclusive and progressive culture, which enables all individuals to reach their potential and positions Galliford Try as an employer of choice;
- ➔ deliver a significant proportion of total executive pay through performance-related remuneration and in shares; and
- ➔ ensure the achievement of strong and sustained long-term financial and operational performance, with no reward for failure.

The increased importance of ESG and climate-related factors to the strategy of the Group and all its stakeholders means the proposed 2026 Policy continues to be shaped by environmental, social and governance factors, and includes the ESG and climate-related performance targets which were added to the Executive team's ABP from 1 July 2022 to encourage responsible ESG behaviour.

Furthermore, recognising that even well-designed incentives cannot cater for all eventualities, should any unforeseen issues arise that would make any payments unjustifiable, the Committee may use its discretion to address such outcomes by adjusting payments. Any use of such discretion would be fully disclosed in the Annual report on remuneration.

The Committee operates clawback provisions within both the ABP and LTIP, which facilitate the retrieval of payments made to directors and executive management in circumstances of error, material misstatement, misconduct, and for awards from 2025/26 in respect of reputational damage or corporate failure as a result of poor risk management.

The 2026 Policy

As part of the 2026 Policy review, the Committee consulted with our largest shareholders and proxy voting agencies. Strategy, culture and pay philosophy across the Group, best practice and governance developments were all taken into account when formulating the proposed changes to the current policy. After a comprehensive and full review, and taking into account changes implemented during the last three years and the strong support (99.3%) for the policy at the 2023 AGM, it was agreed there were no key changes to the 2026 Policy to be implemented. A summary of the 2026 Policy is outlined below.

The current policy was subject to a binding shareholder vote at the 2023 AGM of Galliford Try Holdings plc and was approved by 99.3% of shareholders who voted. The three-year life of that policy will expire at the 2026 AGM and we are required to seek binding shareholder approval for a new Policy.

How the Remuneration Policy aligns with the UK Corporate Governance Code

The Committee has continued to apply the recommendations of the UK Corporate Governance Code and decisions relating to remuneration matters are set out in the relevant sections of this report. The Committee confirms the changes brought in by the 2024 UK Corporate Governance Code relating to remuneration were implemented during 2025 and further embedded in 2026.

The proposed 2026 Policy is detailed in the table below and contains no material changes to the Policy agreed in 2023.

Component and link to strategy	Operation	Framework to assess performance and maximum opportunity	2026 policy changes
Salary To provide a competitive and appropriate level of basic fixed pay, sufficient to retain, motivate and attract executive directors of high calibre, able to develop and execute the Group's strategy.	Normally reviewed annually, with any changes typically taking effect from 1 April. The Committee sets salaries at competitive rates, taking into consideration pay and employment conditions across the Group, the economic environment, the responsibilities and accountabilities of each role, the experience of each individual, their marketability and the Group's key dependencies on the individual. Reference is also made to salary levels among relevant construction peers and other companies of broadly similar size and complexity. The Committee reserves the right to reduce salary levels (and has done so in the past) if the circumstances warrant it.	When reviewing salaries, both Group and individual performance are considered. While there is no prescribed maximum, the Committee's policy on salary increases for executive directors is for increases to be broadly in line with the average across the workforce, unless there is a promotion or material change in role or business circumstances, in which case increases may be higher. The Committee may also award higher increases to new appointees to the Board where the salary on appointment was initially set below market, subject to strong performance and affordability. Salaries for the year ahead are set out in the Annual report on remuneration.	No change
Benefits To provide cost-effective and market-competitive benefits.	Benefits provided to executive directors may include entitlements to a company car or cash equivalent allowance, private medical and permanent health insurance, and life assurance. The benefits provided may be subject to minor amendment from time to time by the Committee and Executive Directors may be allowed to participate in any new benefit plan introduced for the wider workforce on equivalent terms. Where a director is asked to relocate, relocation allowances or similar benefits may be provided. Executives may also be reimbursed for any reasonable expenses (and any income tax payable thereon) incurred in performance of their duties.	The cost of benefit provision varies from year to year, depending on the cost to the Group, and there is no prescribed maximum limit. Benefit costs are monitored and controlled to ensure they remain appropriate and represent a small element of total remuneration costs.	No change

Component and link to strategy	Operation	Framework to assess performance and maximum opportunity	2026 policy changes
Pension To provide a contribution towards retirement.	The executive directors may each receive contributions to a money purchase pension scheme or salary supplement in lieu of company pension contributions (or a combination of both).	The rate offered of 8% for the Chief Executive and the Chief Financial Officer is in line with that offered across the employee population. Any new executive director would also receive a pension contribution in line with the wider workforce.	No change
Annual Bonus Plan Rewards the achievement of stretching annual goals that support the Group's annual and strategic objectives. Compulsory deferral of part of the bonus into shares provides alignment with shareholders.	Executive directors and selected senior management, subject to invitation and approval by the Committee, may participate in the Annual Bonus Plan. For executive directors, two thirds of any bonus earned in excess of 50% of salary is required to be deferred into restricted shares. Although beneficially held by the participants, the restricted shares are legally retained by the trustee of the Galliford Try Employee Benefit Trust (EBT) for three years, and are subject to forfeiture provisions, unless otherwise agreed by the Committee. Subject to continued employment, the restricted shares are legally transferred to participants on the third anniversary of allocation. The Committee operates recovery and withholding provisions within the Annual Bonus Plan, which facilitate the retrieval of payments made to directors and executive management in circumstances of error, material misstatement, misconduct, reputational damage or corporate failure as a result of poor risk management.	The maximum opportunity is 120% of salary for the Chief Executive and 100% of salary for other executive directors. No more than half of the maximum opportunity is earned for target performance. For financial elements, bonuses normally start to be earned from 0% of salary for achieving threshold performance. The Committee may apply a higher threshold where this is appropriate given the nature of particular performance objectives, but this will not exceed 25% of the maximum bonus. Vesting is dependent on achieving specified financial (no less than 50% of the bonus) and strategic or non-financial targets. The Committee may, at its discretion, acting fairly and reasonably, adjust bonus outcomes if it considers the payout is inconsistent with the company's underlying performance during the year, taking into account factors including safety and ESG. The 2025/26 bonus target incorporates a 12% target for ESG factors that includes: people, carbon emission, community and supply chain metrics. For FY26, the ESG metrics compare people, carbon, community and have a Prompt Payment Code underpin. For the avoidance of doubt, this can be 0% and bonuses may not exceed the maximum levels detailed above. Any use of such discretion would be subject to shareholder consultation if materially to the benefit of the executive management and detailed in the Annual report on remuneration.	Minor change to performance measures
Long Term Incentive Plan (LTIP) Rewards the achievement of sustained long-term financial and operational performance and is therefore aligned with the delivery of value to shareholders. Facilitates share ownership to provide further alignment with shareholders. Making of annual awards aids retention.	Executive directors may be granted awards under the rules of the LTIP approved by shareholders on 29 November 2019 and adopted by the company in January 2020. The LTIP provides for awards of free shares in the form of nil or nominal cost options or conditional awards that vest dependent on the achievement of performance conditions and continued service. Any share awards that vest (after allowing for sales to cover any tax liabilities) are subject to a two-year holding period, during which time they cannot be sold (unless exceptional circumstances apply). The LTIP provides clawback and malus powers to the Committee, which can facilitate the retrieval of payments made to directors and executive management in circumstances of error, material misstatement, misconduct, reputational damage or corporate failure as a result of poor risk management. Dividends may accrue on LTIP awards over the vesting and holding periods and, subject to the discretion of the Committee, be paid out either as cash or shares on vesting, in respect of the number of shares that have vested.	Performance metrics for FY26 will comprise 66.7% based on earnings per share and 33.3% based on relative total shareholder return. The Committee may vary the measures and targets that are included in the plan and the weightings between them from cycle to cycle. Measures may be related to financial performance, share price performance and ESG. Any material changes to the choice of measures would be subject to consultation with the company's major shareholders. The Committee may, at its discretion, acting fairly and reasonably, adjust LTIP vesting outcomes if it considers the payout is inconsistent with the company's underlying performance over the performance period. For the avoidance of doubt, this can be to zero and vesting may not exceed the maximum levels detailed below. Any use of such discretion would be subject to shareholder consultation if materially to the benefit of the executive management and detailed in the Annual report on remuneration. Under the LTIP rules, the maximum value that may be granted in any financial year to any individual is 150% of salary. Up to 25% of the relevant part of the award may vest for achieving threshold performance.	Change to performance measures
All-employee schemes To encourage employee share participation.	The Group may from time to time operate tax-approved or other share plans (such as an approved Save As You Earn (SAYE) scheme for the benefit of all staff) for which executive directors could be eligible on the same terms as other staff.	Schemes are generally subject to the limits set by HM Revenue & Customs (HMRC) and may be further limited at the Committee's discretion.	No change

Directors' Remuneration Policy report continued

Component and link to strategy	Operation	Framework to assess performance and maximum opportunity	2026 policy changes
Shareholding guidelines To ensure the interests of the executive directors are aligned to those of shareholders.	The Group's share retention policy requires executive directors to build and maintain a shareholding equivalent in value to at least 200% of basic salary. Executive directors are required to retain a minimum of half the after tax number of vested share awards (deferred bonus and LTIP) until the guideline is met. On leaving the company, executive directors are required to retain the lesser of their in-post shareholding guideline and their actual shareholding on departure for two years. This requirement applies to shares earned from share awards granted to executive directors following the 2020 AGM. The Committee will assess the guideline annually and take into account vesting levels and personal circumstances when assessing progress against the guideline.		No change
Non-executive fees To provide a competitive and appropriate level of fees sufficient to attract, motivate and retain a Chair and non-executive directors of high calibre.	The Chair is paid a single fixed fee. The remaining non-executive directors are paid a basic fee. Non-executive directors chairing a Board Committee, the Senior Independent Director and the Chair of the Employee Forum are paid an additional fee to reflect their extra responsibilities. The level of these fees is reviewed periodically by the Committee and Chief Executive for the Chair, and by the Chair and executive directors for the non-executive directors. Fees are set taking into consideration market levels in comparably sized FTSE companies and relevant sector peers, the time commitment and responsibilities of the role and the experience and expertise required. Non-executive directors, including the Chair, are entitled to reimbursement of business expenses reasonably incurred in performing their duties (and any personal tax that may become payable). Non-executive directors cannot participate in any of the Group's annual bonus or share plans and are not eligible for any pension entitlements from the Group. The Chair is eligible to participate in the Group's medical assurance plan.	The Committee and the executive directors are guided by the general pay increase for the broader employee population, but on occasions may need to recognise, for example, changes in responsibility or time commitments, whether on a permanent or temporary basis. Current fee levels are disclosed on page 127.	No change

Notes to the Policy table

Performance measure selection and approach to target setting

Measures used under the ABP and LTIP are reviewed annually to reflect the Group's main short- and long-term objectives and reflect both financial and non-financial priorities, as appropriate.

Targets applying to the ABP and LTIP are also reviewed annually, based on a number of internal and external reference points. Performance targets are set to be stretching but achievable, with regard to the particular strategic priorities and economic environment in a given year. Under the bonus, target performance typically requires meaningful improvement on the previous year's outturn, and, for financial measures, targets are typically in line with market consensus.

Discretions retained by the Committee in operating incentive plans

The Committee may make minor amendments to the Policy for regulatory, exchange control, tax or administrative purposes or to take account of a change in legislation without obtaining shareholder approval.

The Committee will operate the ABP and LTIP according to their respective rules, the Policy set out above and in accordance with the Listing Rules and HMRC rules where relevant. The Committee, consistent with market practice, retains discretion over a number of areas relating to the operation and administration of these plans, subject to any limitations set out in the rules of the applicable plan or, in the case of executive directors, in the Policy.

These include (but are not limited to) the following:

- who participates in the plans;
- the timing of grant of an award and/or a payment;
- the size of an award and/or a payment;

- the choice of (and adjustment of) performance measures, weightings and targets for each incentive plan in accordance with the Policy set out above and the rules of each plan;
- discretion relating to the measurement of performance in the event of a change of control or reconstruction;
- determination of a good leaver (in addition to any specified categories) for incentive plan purposes, based on the rules of each plan and the appropriate treatment under the plan rules; and
- adjustments required in certain circumstances (rights issues, corporate restructuring, on a change of control and special dividends).

Any use of the above discretions would, where relevant, be explained in the Annual report on remuneration and may, as appropriate, be the subject of consultation with the company's major shareholders.

Policy on recruitment

(No material changes)

In cases where the Group recruits a new executive director, the Committee will align the new executive's remuneration with the approved Remuneration Policy. In arriving at a value for individual remuneration, the Committee will take into account the skills and experience of the candidate, the market rate for a candidate of that experience and the importance of securing the preferred candidate.

The Committee also has the discretion to meet certain other incidental expenses (for example, relocation costs and travel and subsistence payments) to secure recruitment of preferred candidates. Further details of the Recruitment Policy are set out in the table below.

Element	General policy	Specifics
Salary	At a level required to attract the most appropriate candidate.	Discretion to pay lower base salary with incremental increases (potentially above the average increase across the Group) as the new appointee becomes established in the role.
Pension and benefits	In line with the policy for existing executive directors.	In line with the Policy, pension contribution rates will be aligned with those offered across our employee population. Relocation expenses or allowance, legal fees and other costs relating to recruitment may be paid as appropriate.
ABP	In line with existing schemes.	Where a director is appointed part way through a financial year, different performance measures could be introduced to reflect the change in role and responsibilities. The annual bonus limit remains at 120% of base salary for a Chief Executive and 100% for other directors. Pro-rating applies as appropriate for intra-year joiners. Where an individual is appointed to the Board, different performance measures from those for continuing directors may be set for the period of time remaining in that performance year.
LTIP	In line with Group policies and LTIP rules.	An award of up to 150% of salary may be made in accordance with the Remuneration Policy. An award may be made in the year of joining or can be delayed until the following year. Targets would normally be the same as for awards to other directors.
Other share awards	The Committee may make an incentive award to replace remuneration forfeited by an Executive leaving a previous employer.	The Committee will consider various factors, including the type and quantum of award, length of performance period, and performance and vesting conditions attached to each forfeited incentive award. The maximum payment (which may be in addition to the normal variable remuneration) should be no more than the Committee considers is required to provide reasonable compensation to the incoming director. Awards would, where possible, be consistent with the awards forfeited in terms of structure, value, vesting periods and performance conditions.

The Committee reserves the right to award additional remuneration in excess of the Remuneration Policy at appointment, exclusively to replace lost rewards or benefits. In determining the appropriate form and amount of any such award, the Committee will consider various factors, including the type and quantum of award, the length of performance period, and the performance and vesting conditions attached to each forfeited incentive award. The maximum payment (which may be in addition to the normal variable remuneration) should be no more than the Committee considers is required to provide reasonable compensation to the incoming director.

The Committee may make use of the flexibility provided in both the Listing Rules and the approved Remuneration Policy, to make awards outside the existing parameters of the LTIP.

For internal promotions to executive director positions, the Committee's policy is for legacy awards or incentives to be capable of vesting on their original terms (which may involve participation in schemes that operate exclusively for below-Board employees) or, at the discretion of the Committee, they may be amended to bring them into line with the policy for executive directors.

For a new non-executive chair or non-executive director, the fee arrangement would be set in accordance with the approved Remuneration Policy.

Directors' Remuneration Policy report continued

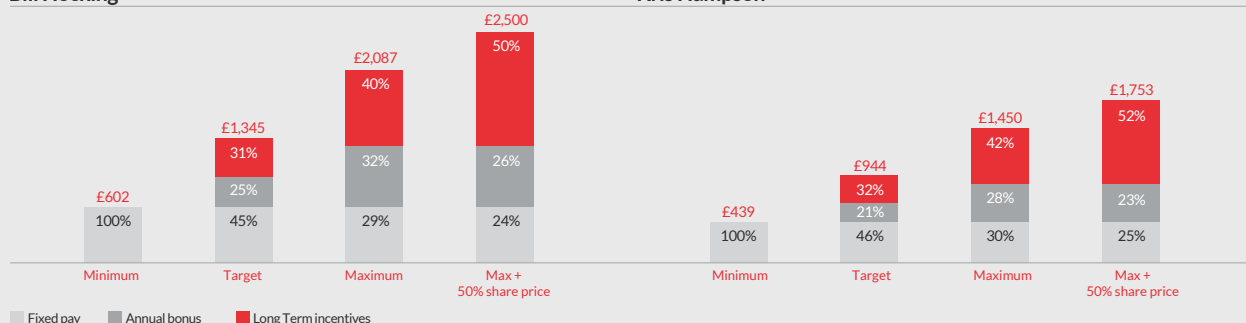
Executive Director remuneration scenarios

Illustration of application of Remuneration Policy

Remuneration (£000s)

Bill Hocking

Kris Hampson



The individualised potential Executive reward charts have been prepared using the following assumptions:

- For minimum remuneration: Only fixed salary, benefits and pensions payments have been included.
- For on-target remuneration: Fixed salary, benefits and pension plus 50% payout of the ABP and 50% of the LTIP (face value) awards have been included.

- For maximum remuneration: Fixed salary, benefits and pension plus full payout under the ABP and full vesting of the LTIP (face value) awards have been included.
- For maximum plus share price growth: same values as the maximum scenario plus a 50% increase in the value of the LTIP (face value) awards have been included.

Salary levels are based on those applying on 1 April 2026 and the value of taxable benefits is estimated based on the cost of supplying those benefits (as disclosed) for the year ended 30 June 2026. Executive directors can choose to participate in all employee share schemes on the same basis as other employees but, for simplicity, the value that may be received from participating in these schemes has been excluded.

Directors' service contracts and policy for payments to departing executive directors

The service contracts and letters of appointment for the Board directors serving as at 30 June 2026 are detailed below:

	Contract date ¹	Notice period ^{2,3} (months)
Non-executive directors		
Alison Wood	1 April 2022	6
Sally Boyle	1 May 2022	6
Michael Topham	1 June 2023	6
Kevin Boyd	1 March 2024	6
Executive directors		
Bill Hocking	3 January 2020	12
Kris Hampson	28 March 2024	12

1 Date shown is the director's contract as an executive or non-executive director of the Group. Executive directors have a rolling notice period as stated. Non-executive appointments are reviewed after three years and their appointments are subject to a rolling notice period as stated. All directors will stand for election or re-election at the 2026 AGM.

2 There are no contractual provisions requiring payments to directors on loss of office or termination, other than payment of notice periods. The Committee may seek to mitigate such payments where appropriate.

3 Subject to the Nomination Committee's recommendation, the Group's practice is to agree notice periods of no more than six months for non-executive directors and no more than 12 months for executive directors.

The executive directors' service contracts and letters of appointment for the non-executive directors are available at the Group's registered office and will be available for inspection immediately prior to and during the 2026 AGM.

For executive directors, at the Group's discretion, a sum equivalent to 12 months' salary and benefits may be paid in lieu of notice. The contracts include mitigation provisions to pay any such lump sum in monthly instalments, subject to offset against earnings elsewhere. This will also be the case for any future appointments.

An executive director's service contract may be terminated summarily without notice and without any further payment or compensation, except for sums accrued up to the date of termination, if they are deemed to be guilty of gross misconduct or for any other material breach of the obligations under their employment contract.

The Group may suspend executive directors or put them on a period of gardening leave during which they will be entitled to salary, benefits and pension.

For 'good leavers', bonuses may be payable pro rata for the proportion of the financial year worked, at the Committee's discretion. Depending on the circumstances, the Committee may consider additional payments in respect of an unfair dismissal award, outplacement support and assistance with legal fees.

Any share-based entitlements granted to an executive director under the Group's share plans will be determined based on the relevant plan rules. The default treatment is that any outstanding awards lapse on cessation of employment. However, 'good leaver' status can be applied at the Committee's discretion, taking into account the individual's performance and the reasons for their departure.

For 'good leavers', LTIP awards may vest at the normal time (other than by exception) to the extent that the performance conditions have been satisfied. The level of vested awards will be reduced pro rata, based on the period of time after the grant date and ending on the date employment ceased relative to the three-year performance period, unless the Committee, acting fairly and reasonably, decides that such a scaling back is inappropriate in any particular case. Deferred bonus shares of 'good leavers' vest on cessation of employment.

On a change in control, LTIP awards may vest based on the Committee's determination of the extent to which the performance conditions have been satisfied based on performance to date. The level of vested awards will be reduced pro rata, unless the Committee, acting fairly and reasonably, decides to permit vesting at a higher level for some or all awards. Deferred bonus shares will vest in full. The overriding principle will be to honour contractual remuneration entitlements and determine on an equitable basis the appropriate treatment of deferred and performance-related elements of remuneration, taking into account the circumstances. Failure will not be rewarded.

External directorships

Any additional external appointments can only be undertaken with the Board's written approval and if time and commitments allow. Executive directors require the Board's approval to accept external appointments as non-executive directors and retain any associated fees.

Shareholder consultation

Where appropriate, the Committee will consult relevant institutional shareholders in advance of substantial changes to the Policy or individual executive director remuneration packages.

Wider workforce remuneration and how the views of employees have been taken into account

When setting pay for the executive directors, the Committee considers remuneration structures elsewhere in the Group, including the overall salary increase budget and incentive structures. The Committee also takes into account available market sector data obtained through benchmarking, as well as Government policies and advice from the Executive management team.

The total package on offer remains competitive at all levels of the Group. The comprehensive range of benefits includes flexible working arrangements, a minimum of 28 days' holiday and the opportunity to purchase further days, a company pension plan, paid volunteering days, car allowance, a regular SAYE scheme and a health insurance plan. These wider benefits are communicated to staff via Galileo, the company's intranet system, and via the Employee Value Proposition, a summary letter to all employees detailing the wider benefits available.

The Board does not consult employees on executive remuneration but does ensure it understands employee views on matters including rewards and benefits, which are an agenda item for the Employee Forum.

The Employee Forum, chaired by Sally Boyle, Remuneration Committee Chair, also discusses business updates and feedback from employee representatives on key topics such as people and engagement initiatives, communication and wellbeing, as well as rewards and benefits.

The Employee Forum ensures employees have a voice in the boardroom, strengthens internal communications, enables employees to offer ideas, champions change and supports good governance. It can also act as a representative body for communicating with employees and obtaining feedback about matters that may affect their employment. Further information on the Employee Forum can be found on page 101.

Annual report on remuneration

This part of the Directors' Remuneration report sets out how the Remuneration Policy was implemented over the year ended 30 June 2026. It will be put to an advisory vote at the 2026 AGM. Certain sections of this Annual report on remuneration have been subject to audit.

The Directors' Remuneration report has been prepared in accordance with The Companies (Directors' Remuneration Policy and Directors' Remuneration Report) Regulations 2019 (applying to financial years starting on or after 10 June 2019), the Large and Medium-sized Companies and Groups (Accounts and Reports) (Amendment) Regulations 2013 and the Financial Conduct Authority's Listing Rules.

The auditor is required to report on the remuneration data disclosed in the Directors' Remuneration report section and state whether, in its opinion, that part of the report has been properly prepared in accordance with relevant provisions of the Companies Act 2006 (as amended).

Directors' remuneration and single-figure annual remuneration (audited)

The remuneration of the directors serving during the financial year, together with 2025 comparative figures, was as follows:

	Salary and fees £000		Taxable benefits ¹ £000		Pensions ² £000		Annual bonus ⁸ £000		LTIP £000		Buyout ⁹		Sharesave £000		Total remuneration £000	
	2026 ³	2025	2026	2025	2026	2025	2026	2025	2026	2025 ⁴	2026	2025	2026	2025	2026	2025
Executive directors																
Bill Hocking	539	524	23	24	43	42	619	605	1,646	2,096	-	-	-	-	2,870	3,291
Kris Hampson ⁵	395	320	16	9	28	21	378	305	-	-	58	36	-	-	875	691
Non-executive directors																
Alison Wood	197	192	-	-	-	-	-	-	-	-	-	-	-	-	197	192
Sally Boyle	65	56	-	-	-	-	-	-	-	-	-	-	-	-	65	56
Michael Topham	53	51	-	-	-	-	-	-	-	-	-	-	-	-	53	51
Kevin Boyd	72	63 ⁶	-	-	-	-	-	-	-	-	-	-	-	-	72	63
Former directors																
Marisa Cassoni ⁷	-	27	-	-	-	-	-	-	-	-	-	-	-	-	-	27

1 Includes the value of benefits such as car allowance and medical insurance. Adjusted figure for 2025 to take account of new car benefit scheme.

2 This is a salary supplement paid to the directors in lieu of direct pension contributions.

3 On 1 April 2026 salaries for the non-executive directors increased by 3.0%. The salary for Bill Hocking increased by 2.80% and the salary for Kris Hampson increased by 3.19%. This is below the average salary budgeted increase across the workforce of 3.25%.

4 The 2022 LTIP awards vested on 24 September 2025. The LTIP figures reported in 2025 and the corresponding single figure for that year were based on an estimated share price, being the average share price over the three months to 30 June 2025. These have now been updated with the actual value at vesting of £2,096,077 for Bill Hocking using the share price as at the date of vesting of £4.97.

5 The salary, benefits, pension and bonus paid to Kris Hampson are pro-rated annual amounts to reflect that he joined on 2 September 2024.

6 On 14 November 2024, Kevin Boyd became the Senior Independent Director, following the resignation of Marisa Cassoni, and it was agreed that the Senior Independent Director fee be increased from £5,065 to £9,545 from November 2024, to align with the Chairs of Board Committees fee. This increased by 3% to £9,831 on 1 April 2025.

7 Marisa Cassoni resigned from the Board on 28 November 2024.

8 The annual bonus figure quoted is the total bonus including the deferred share element associated with the performance conditions in that year. The annual bonus is calculated on salaries as at 1 July 2025. See page 115 for further explanation of the rules relating to the Annual Bonus Plan.

9 The buyout figures are the value paid to Kris Hampson as compensation for the forfeited benefits from his previous employer. See page 123 for further information.

2026 Annual bonus outcome (audited)

For the financial year ended 30 June 2026, the annual bonus measures, targets, weightings and performance are set out in the table below.

Senior management were subject to similar targets, which were applied to their respective business performance.

Measure	Performance target					Payout % of bonus maximum
	Weighting	Threshold (% of maximum bonus)	On-target (% of maximum bonus)	Maximum (% of maximum bonus)	Actual performance	
Adjusted full-year Group profit before tax ¹	45%	£43.6m (0%)	£45.9m (22.5%)	£52.8m (45%) ¹	£55.9m	45%
Adjusted half-year Group profit before tax ¹	15%	£19.5m (0%)	£21.7m (7.5%)	£25.0m (15%)	£24.7m	14.4%
Group cash management	20%	95% of budget (10%)	100% of budget (10%)	110% of budget (20%)	>110%	20%
Construction order book	8%	83.0% secured (0%)	85.0% secured (4%)	87.0% secured (8%)	90% secured	8%
ESG²:						
Employee: based on employee advocacy	3%	<80% (0%)	>80% (3%)	>80% (3%)	85%	3%
Carbon emissions: based on annual reduction of Scope 1 and 2 emissions (market-based)	3%	5% reduction (0%)	7.5% reduction (1.5%)	10% reduction (3%)	9% increase	0%
Community: based on CCS score	3%	<38 (0%)	>38 (3%)	>38 (3%)	44.5	3%
Supply chain: payment of supply chain invoices within 60 days	3%	<95% (0%)	>95% (3%)	>95% (3%)	97.2%	3%
Health and safety: based on discretionary assessment of H&S performance	Underpin	Discretionary adjustment				
Total payout (% of maximum bonus)	100.0%	10%	54.5%	100%		96.4%

1 See note 31 to the financial statements for further information.

2 The ESG metrics are aligned to the Group's published strategy with the targets based on industry guidelines, averages or the Group's stated ambition.

The Group achieved a strong performance against targets set at the start of the financial year. Taking into account the Group's profitability and enhanced dividends to shareholders, the Committee determined that the bonus level produced by the scorecard of 96.4% is an appropriate reward given the Group's operational and financial performance. This treatment is consistent with that applied for all participants of the ABP. The ABP 2024/25 bonus target in 2024 onwards incorporated a 12% target for ESG factors, which include people, carbon emission, community and supply chain metrics. Under the approved Policy, the Committee may, at its discretion, acting fairly and reasonably, adjust bonus outcomes if it considers the payout is inconsistent with the Group's performance during the year, taking into account factors including safety and ESG. In considering bonus awards, the Committee took the Group's health and safety performance and ESG initiatives into consideration. The Group achieved an overall Accident Frequency Rate (AFR) of 0.06 for 2025/26 (AFR for 2024/25: 0.03), with 12 of the 21 business units achieving an AFR of zero during the year.

The Committee determined that, in respect of the year to 30 June 2026, the resulting annual bonus awards were as follows:

	Salary as at 1 July 2025 (£000)	On-target bonus (% of salary)	Maximum bonus (% of salary)	Actual bonus payable for 2025/26 (£000)	Cash (£000)	Shares (£000)
Bill Hocking	535	115.7%	120%	619	385	234
Kris Hampson	392	96.4%	100%	378	257	121

Two thirds of the bonus earned in excess of the 50% of salary threshold is required to be deferred into restricted shares. Although beneficially held by the participants, the allocated restricted shares are legally retained by the Employee Share Trust and are subject to forfeiture provisions, unless otherwise agreed by the Committee. Subject to continued employment, the restricted shares are legally transferred to participants on the third anniversary of allocation. Recovery provisions apply at any time within the three-year period post-vesting or payment of cash bonuses in circumstances or error, material misstatement, misconduct, reputational damage or corporate failure as a result of poor risk management.

Annual report on remuneration continued

LTIP awards vesting in September 2026 (audited)

The LTIP awards granted to Bill Hocking on 25 September 2023 were based on 75% underlying EPS performance and 25% on average month-end cash as a percentage of annual turnover over the three years to 30 June 2026. In total, 100% of the maximum award was vested as a result of the performance achieved. The Committee was satisfied that this outcome reflected the true performance of the Group and no discretion was applied. The awards will be subject to a two-year post-vesting holding period in accordance with the existing Remuneration Policy. More details on each of the performance conditions are set out below.

	Threshold EPS condition (25% vesting)	Stretch EPS condition (100% vesting)	Actual performance	Threshold average month-end cash ¹ condition (25% vesting)	Stretch average month-end cash ¹ condition (100% vesting)	Actual performance ¹	% of overall award vesting	Value of award vesting ² (£000)	Element of value attributable to share growth ² (£000)
Bill Hocking	28.6p	34.5p	41.7p	8%	10%	11.2%	100%	1,646	901

1 As a percentage of annual turnover.

2 Estimated based on the average share price over the three months to 30 June 2026.

Directors' share plan interests (audited)

Outstanding awards held by Bill Hocking and Kris Hampson during the year are detailed in the table below.

Director	Plan	Grant date	Share price at grant	Number of awards outstanding at 1 July 2024	Granted	Vested	Lapsed	Number of awards outstanding at 30 June 2026	Value of awards vested during financial year	Actual or anticipated vesting date
Bill Hocking	LTIP ¹	23.09.22	£1.61	442,546	–	421,746	20,800	–	£2,096,078	23.09.25
	ABP ²	28.09.22	£1.60	133,875	–	133,875	–	–	£673,391	28.09.25
	LTIP	25.09.23	£2.36	315,572	–	–	–	315,572	–	25.09.26
	ABP ³	27.09.23	£2.349	46,462	–	–	–	46,462	–	27.09.26
	LTIP ⁴	08.10.24	£3.23	241,486	–	–	–	241,486	–	08.10.27
	ABP ^{4,5}	10.10.24	£3.228	63,982	–	–	–	63,982	–	10.10.27
	LTIP	24.09.25	£4.97	–	161,468	–	–	161,468	–	24.09.28
	ABP ^{4,5}	24.09.25	£4.90	–	46,976	–	–	46,976	–	24.09.28
Kris Hampson	LTIP ⁴	08.10.24	£3.23	176,470	–	–	–	176,470	–	08.10.27
	LTIP	24.09.25	£4.97	–	118,309	–	–	118,309	–	24.09.28
	ABP ⁶	24.09.25	£4.90	–	20,105	–	–	20,105	–	24.09.28

1 Awards are based on a maximum percentage of salary. The number of shares shown in the table represents the maximum number of shares, ie 150% of salary.

2 In accordance with the rules of the Annual Bonus Plan, the average of the company's closing share price for the five business days following (and including) the announcement of the annual results on 21 September 2022 was 160 pence.

3 In accordance with the rules of the Annual Bonus Plan, the average of the company's closing share price for the five business days following (and including) the announcement of the annual results on 27 September 2023 was 234.90 pence.

4 The 2021–2024 Long Term Incentive Plan award and the 2021–2023 Annual Bonus Plan grant were due to vest on 23 September 2024, however, vesting was postponed following the delay in announcing the 2024 full-year financial results (originally planned to be announced on 19 September 2024). These results were announced on 3 October 2024, enabling these awards to be calculated and vest on 8 October 2024.

5 In accordance with the rules of the Annual Bonus Plan, the average of the company's closing share price for the five business days following (and including) the announcement of the annual results on 3 October 2024 was £3.228.

6 In accordance with the rules of the Annual Bonus Plan, the average of the company's closing share price for the five business days following (and including) the announcement of the annual results on 24 September 2025 was £4.90.

Payments to former directors

There were no payments made to former directors in the year.

Remuneration arrangements for the Chief Financial Officer, including compensation for forfeited awards

Full details of the remuneration arrangements for Kris Hampson, appointed Chief Financial Officer on 2 September 2024, can be found on page 118 of the 2025 Annual Report. These include details of the buyout arrangements to compensate Kris for awards forfeited on resignation from his previous position.

Under these arrangements, Kris was entitled to a second buyout payment assessed to be worth £58,160.98 based on the vesting percentage, dividend equivalents and share price of the former employer. This amount will be delivered in Galliford Try shares in October 2026.

Awards granted during the year (audited)

On 24 September 2025, the following conditional LTIP awards were made to Bill Hocking and Kris Hampson.

Director	Date of grant	Number of shares awarded	Basis of award	Share price used to determine level of award £	Face value £
Bill Hocking	24 September 2025	161,468	150% of base salary	£4.97	802,496
Kris Hampson	24 September 2025	118,309	150% of base salary	£4.97	587,996

The performance conditions attached to these awards made in September 2025 are as follows:

Date of grant	Performance conditions
September 2025	Vesting of up to 75% of the award is based on underlying EPS. 25% of the element will vest for 41.4p, increasing to 100% vesting on a straight-line basis if 50.6p underlying EPS is achieved during the final year of the three-year performance period (1 July 2027 to 30 June 2028). Vesting of up to 25% of the award is based on average month-end cash as a percentage of annual turnover in the year ending 30 June 2026. 8% would generate 25% of the element vesting and 10% would generate 100% vesting on a straight-line basis. Any shares that vest will be subject to a two-year post-vesting holding period, in accordance with the Remuneration Policy. Malus and clawback apply at any time within a three-year period post-vesting, in the case of material misstatement, misconduct, reputational damage or corporate failure as a result of poor risk management.

Directors' share interests (audited)

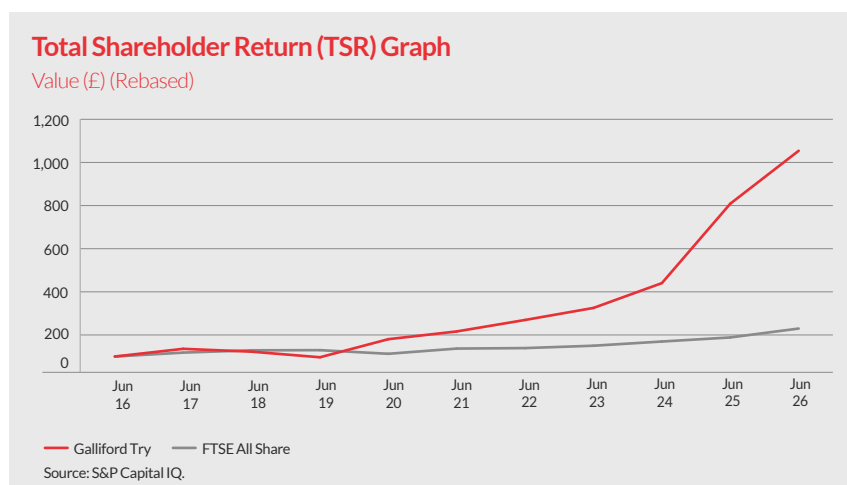
As at 30 June 2026, the directors held the following beneficial, legal and unvested ABP interests in the Group's ordinary share capital.

	Legally owned ¹		LTIP (unvested)	Deferred bonus awards (unvested)	Total	% of salary held under share ownership guidelines ²
Measure	30.6.26	30.6.25			30.6.26	
Executive directors						
Bill Hocking	1,363,604	1,069,126	718,526	157,420	2,239,550	1,455%
Kris Hampson	11,294	6,250	294,779	20,105	326,178	169%
Non-executive directors						
Alison Wood	–	–	–	–	–	n/a
Sally Boyle	–	–	–	–	–	n/a
Michael Topham	–	–	–	–	–	n/a
Kevin Boyd	12,000	8,000	–	–	12,000	n/a

1 Either held by the individual or connected persons.

2 Under the current Remuneration Policy, the share ownership guideline for executive directors is 200% of base salary.

Annual report on remuneration continued



The graph shows the TSR for Galliford Try shares over the last 10 financial years. It shows the value to 30 June 2026 of £100 invested in Galliford Try on 30 June 2016 compared with the value of £100 invested in the FTSE All-Share Index, this being a broad-market index of which the company has been a constituent over the full period shown.

The closing mid-market quotation for the company's shares on Monday 30 June 2026 was 526.00p. The high and low during the year were 577.00p and 411.50p.

The total gross remuneration of the Chief Executive and the percentage achieved of the maximum ABP and LTIP awards are shown in the table below for the past 10 financial years.

	2017 ¹	2018	2019 ²	2020 ³	2021	2022	2023	2024	2025	2026
Total remuneration (£000)	1,043	1,448	824	660	1,027	1,937	2,429	1,951	3,291	2,870
Annual bonus (% of maximum)	46.3%	86.5%	57.0%	36.7%	100.0%	100.0%	70.4%	93.4%	97%	96.4%
LTIP (% of maximum)	16.5%	36.6%	16.5%	–	–	89%	97.2%	88.2%	95.3%	100%

1 Peter Truscott was appointed Chief Executive on 1 October 2015 and stepped down as Chief Executive and from the Board on 26 March 2019.

2 Graham Prothero was appointed Chief Executive on 26 March 2019, succeeding Peter Truscott. He stepped down from the Board and as Chief Executive following the successful completion of the sale of the housebuilding divisions to Vistry Group plc on 3 January 2020.

3 Bill Hocking was appointed Chief Executive on 3 January 2020. A full-year remuneration figure based on the aggregate paid to Bill and Graham is shown here to aid comparison.

CEO pay ratios

Under Option B (gender pay data), three employees have been identified as the best equivalents to represent the lower, median and upper quartiles. Option B provides a clear methodology involving fewer adjustments to calculate full-time equivalent earnings.

Year	Method	CEO single figure	All UK employees	Lower quartile	Median	Upper quartile
2019/20	Option B	£660,587	Ratio	24:1	15:1	9:1
			Total pay	£27,407	£43,165	£74,351
			Salary	£25,500	£35,249	£61,057
2020/21	Option B	£1,026,671	Ratio	27:1	19:1	14:1
			Total pay	£37,399	£54,374	£73,385
			Salary	£36,134	£43,781	£66,927
2021/22	Option B	£1,936,788	Ratio	62:1	36:1	26:1
			Total pay	£31,128	£53,976	£73,920
			Salary	£27,875	£44,720	£62,275
2022/23	Option B	£2,428,970	Ratio	66:1	45:1	31:1
			Total pay	£36,562	£54,444	£79,638
			Salary	£29,411	£48,003	£65,950
2023/24	Option B	£1,950,670	Ratio	44:1	35:1	27:1
			Total pay	£44,125	£55,120	£72,918
			Salary	£42,272	£49,554	£66,725
2024/25	Option B	£2,844,086	Ratio	73:1	50:1	35:1
			Total Pay	£38,913	£57,037	£80,968
			Salary	£36,223	£53,608	£73,550
2025/26			Ratio	68:1	47:1	33:1
			Total Pay	£42,454	£60,578	£86,338
			Salary	£39,011	£55,920	£74,077

The Chief Executive figure includes earnings from the Long-Term Incentive Plan. Long-term incentives are operated for the most senior Group employees only, namely those responsible for strategy development and execution. The payouts from such plans are expected to be volatile from cycle to cycle.

The Committee is comfortable that the resulting calculations are representative of pay levels at the respective quartiles and that the applicable relativities are appropriate given the profile of the workforce.

Relative importance of spend on pay

	2024/25	2025/26	Change
Total overall spend on pay (£m)	320.9 ²	355.4	43.8m
Dividends (£m)	17.5	20.3	2.8m
Share buyback (£m)	10.0	10.0	0 m
Group corporation tax charge (£m) ¹	10.7	14.0	3.3m
Effective tax rate (%) ¹	23.9	25.0	1.1pts

1 Adjusted tax.

2 Previously disclosed as 311.6.

The equivalent total overall spend on pay in 2025/26 is disclosed in note 4 to the financial statements. The total overall spend on pay equates to average remuneration per staff member of £81,399 per annum as at 30 June 2026 (2025: £74,697, previously disclosed as £72,533).

Annual report on remuneration continued

Composition of the Remuneration Committee and attendance

In addition to the Chair, Sally Boyle, the other Committee members were Alison Wood, Michael Topham and Kevin Boyd. The General Counsel & Company Secretary acts as Secretary to the Committee. The Chief Executive has a standing invitation to attend all Committee meetings. The HR Director attends meetings at the invitation of the Committee. No director, the General Counsel & Company Secretary or HR Director is present when their own remuneration is being considered. Attendance at Committee meetings is shown in the table on page 93.

The Committee is governed by formal terms of reference agreed by the Board and is composed solely of non-executive directors. The terms of reference were reviewed during the year and are available on the Group's website (www.gallifordtry.co.uk).

Remuneration advice and advisers

The Committee is informed of key developments and best practice in the field of remuneration and obtains advice from independent external consultants, when required. Mercer Limited (Mercer) was the Committee's remuneration consultant throughout the year. Fees paid to Mercer during the financial year were £17,320 (2025: £19,233).

Mercer does not provide any other services to the Group, although Mercer is part of Marsh & McLennan Companies, a subsidiary of which, Marsh JLT Specialty Limited, provides insurance broking services to the Group. The Committee is satisfied that these services do not impinge on Mercer's independence. Furthermore, Mercer is a signatory to the Remuneration Consultants Group Code of Conduct, which requires that its advice be objective and impartial.

The General Counsel & Company Secretary also advises the Committee as necessary and, where appropriate, makes arrangements for the Committee to receive independent legal advice at the request of the Chair.

Employee Share Trust and dilution

The Employee Share Trust (EST) is the primary mechanism by which shares required to satisfy the Executive incentive plans are provided. Following the announcement of the 2025 full-year results in September 2025, the annual review of the number of shares held by the EST was carried out and it was agreed there were currently sufficient shares in place.

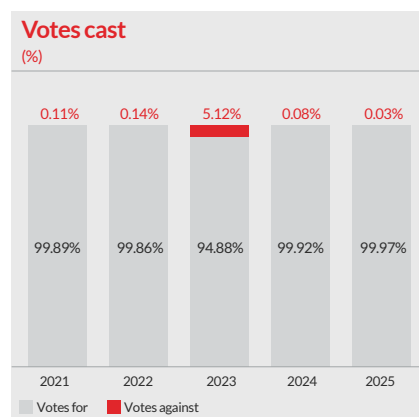
As at 30 June 2026, the EST held 2,124,586 ordinary shares in the capital of the company (2.11%) (2025: 3,066,609 shares). Under the terms of the Trust Deed, the Trust may only hold up to a maximum of 5% of the issued shares in the company.

During the financial year, 688,466 new shares were issued arising from share scheme-related activities under the SAYE share option scheme. As at 30 June 2026, the total number of shares outstanding under the SAYE share option scheme was 2,751,851. The Group has complied with the dilution guidelines of the Investment Association (Guidelines).

Applying the Guidelines, the Group has used 5.57% of the '10% headroom in 10 years' rule and, on the basis that the Group's practice is that all awards granted pursuant to discretionary plans are satisfied using shares purchased in the market, the Group has not used any of the headroom against the '5% in 10 years' rule for discretionary plans.

Shareholder voting on the Directors' Remuneration report

The Committee takes account of annual shareholder voting trends in connection with the Directors' Remuneration report. Votes cast in support of the annual advisory resolution to approve the Directors' Remuneration report during the past five AGMs are shown in the chart below.



The Board will continue to engage with shareholders to ensure their views are fully understood and considered and can be taken into account by the Committee in the future. The Committee and Board are grateful to shareholders for the strong support provided.

The current Policy was approved by 99.3% of shareholders who voted at the 2023 AGM and the advisory vote on the Annual report on remuneration was supported by 94.88%.

Forward-looking implementation of policy

Base salaries

The 2026/27 salary review was completed in April 2026. The Committee carefully reviewed pay, benefits and other conditions across the Group. Taking into account market conditions, peer group comparisons and the Group's overall performance, the overall pay budget increased by 3.25%. With effect from 1 April 2026, Bill Hocking's and Kris Hampson's annual salary increased from £535,000 to £550,000, and £392,000 to £404,500, an increase of 2.80% and 3.19% respectively, these increases being below the average pay increase across the workforce.

ABP

For the financial year to 30 June 2027, the Committee has determined that the existing bonus structure remains appropriately aligned to corporate strategy. It will therefore remain in its current form, with an opportunity of 120% of salary for the Chief Executive, and 100% for other executive directors.

Bonus outcomes will be subject to overall Committee discretion, taking into account factors including health and safety and the underlying performance of the Group. The Committee intends to continue to include ESG annual bonus measures in 2026/27 aligned to the Group's strategy on ESG, with an ESG target in total of 12%. The ESG measures will include metrics on the order book, employees, carbon, community and the supply chain.

LTIP

Any award granted to the executive directors in 2026 will be within the approved Remuneration Policy and based on performance metrics measured over a three-year performance period to 30 June 2029, as follows:

- ➔ Adjusted EPS (66.7%). 25% of the EPS element will vest if underlying EPS is 57.3 pence, increasing to 100% vesting on a straight-line basis if 70.0 pence is achieved.
- ➔ Relative TSR (33.3%). Measured relative to the constituents of the FTSE 250 excluding investment trusts, the financial services sector and natural resources companies. 25% of the TSR element will vest if performance is at median, increasing to 100% vesting on a straight-line basis if performance is at or above upper quartile.

Chair and non-executive directors' fees

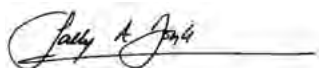
The Committee determined that the Chair's fee for 2026/27 would be increased by 3.00%. In addition, and following a review of the non-executive directors' fees by the Board, it was agreed that the non-executive directors' fees would also increase by 3.00%.

Accordingly, the annual fees effective from 1 April 2026 are as follows:

	2026	2025	Increase/ Change %
Chair	£201,773	£195,896	3.00%
Non-executive directors			
Base fee	£53,843	£52,275	3.00%
Additional fees:			
Senior Independent Director ¹	£10,126	£9,831	3.00%
Chairs of Board Committees	£10,126	£9,831	3.00%
Chair of Employee Forum	£5,079	£4,931	3.00%

1 On 14 November 2024 Kevin Boyd became the Senior Independent Director, following the resignation of Marisa Cassoni, and it was agreed that the Senior Independent Director fee be increased from £5,065 to £9,545 from November 2024, to align with the Chairs of Board Committees fee. This increased by 3% to £9,831 on 1 April 2025.

For and on behalf of the Board



Sally Boyle

Remuneration Committee Chair

17 September 2026

Directors' report

The directors present their Annual Report and audited financial statements for the Group for the financial year ended 30 June 2026.

Principal activities

Galliford Try is a trading name of Galliford Try Holdings plc, a leading UK construction group, which has an equity securities (commercial companies) category listing and whose shares are traded on the main market of the London Stock Exchange. The Group operates as Galliford Try and Morrison Construction and carries out building and infrastructure projects with clients in the public, private and regulated sectors across the UK. Galliford Try Holdings plc, registered in England and Wales with company number 12216008, is the Parent company of the Group.

More detailed information regarding the Group's activities is provided on pages 1 to 87. The Group's subsidiaries and joint ventures are shown in note 32 to the financial statements.

Strategic report

The Strategic report can be found on pages 1 to 87. It contains an indication of the directors' view on likely future developments in the Group's business. In addition, and in accordance with the Companies, Partnerships and Groups (Accounts and Non-Financial Reporting) Regulations 2016, the Strategic report contains information on employees, social and environmental matters, human rights and anti-corruption and anti-bribery matters, as well as a description of the Group's policies and where these are located.

In accordance with section 414CZA of the Companies Act 2006, the Strategic report contains a Section 172 (1) statement describing how directors have had regard to the matters set out in Section 172 (1) (a) to (f) of the Companies Act 2006 when performing their duty under Section 172. Please refer to pages 86 to 87.

The Annual Report and financial statements use financial and non-financial key performance indicators wherever possible and appropriate.

Corporate governance report

The Corporate governance report on pages 88 to 103 is the corporate governance statement for the purposes of the Financial Conduct Authority (FCA) Disclosure Guidance and Transparency Rule 7.2.1.

Dividends

On 4 March 2026, the Board declared an interim dividend of 6.5p per share, which was paid to shareholders on 10 April 2026. The Board has proposed a final dividend of 17.0p per share. Subject to approval by shareholders, this will be paid on 4 December 2026 to shareholders on the register at 6 November 2026, resulting in a total dividend in 2026 of 23.5p per share. Dividend cover is expected to be 1.8 times earnings.

i Please refer to pages 60 to 61 for an overview of the Group's capital structure and funding.

Share capital, authorities and restrictions

The company has one class of ordinary share capital, with a nominal value of 50 pence. The ordinary shares rank pari passu in respect of voting and participation and are traded on the Main Market of the London Stock Exchange.

At 30 June 2026, the company had 100,872,031 ordinary shares in issue. Votes may be exercised at general meetings of the company by members in person, by proxy or by corporate representatives (in relation to corporate members). The company's Articles of Association (the Articles) set a deadline for submitting proxy forms (electronically or by paper) of not less than 48 hours, taking no account of any part of a day that is not a working day, before the time appointed for holding the general meeting or the adjourned meeting (as the case may be).

The directors are authorised at the AGM each year to issue shares, to allot a limited number of shares in the company for cash other than to existing shareholders, and to make market purchases of shares within prescribed limits. The current authorities will expire at the AGM in November 2026. Resolutions to be proposed at the AGM will renew these authorities, which are explained in the Notice of 2026 AGM sent separately to shareholders.

The company issued 688,466 shares following the exercise of options under the company's Sharesave Scheme. To the date of this report, the company has purchased 1,957,703 shares as part of the share buyback programme that commenced in September 2025. All of these shares were cancelled and the share buyback programme was closed on 22 April 2026.

There are no restrictions on transferring the company's shares, except for certain shares held by the Employee Share Trust (EST), which are restricted during the performance periods of relevant Group share plans. Directors and persons discharging managerial responsibilities are also periodically restricted in dealing in the company's shares under the Group's share dealing policy, reflecting the requirements of the FCA Market Abuse Regulation. In certain specific circumstances, the directors are permitted to decline to register a transfer in accordance with the Articles. There are no other limitations on holdings of securities, and no requirements to obtain the approval of the company, or other holders of shares in the company, prior to the share transfer. The company is not aware of any agreements between holders of shares that may restrict the transfer of shares or voting rights.

There are no shares carrying specific rights relating to control of the company. The EST holds shares in the company in connection with Group share plans that have rights relating to control of the company that are not exercisable directly by the employee. The EST abstains from voting in respect of these shares. The EST currently holds 2.11% of the issued share capital of the company for the purposes of satisfying employee share options or share awards.

Articles of Association

The Articles, adopted pursuant to a resolution passed on 5 November 2019, set out the company's internal regulations and define various aspects of its constitution, including the rights of shareholders, procedures for appointing and removing directors, and the conduct of directors and general meetings.

In accordance with the Articles, directors can be appointed or removed either by the Board or shareholders in a general meeting. Amendments to the Articles require shareholder approval by passing a special resolution in a general meeting. Copies of the Articles are available by contacting the General Counsel & Company Secretary at the registered office.

Significant direct and indirect holdings

As at 30 June 2026, being the date of this Annual Report, the Group had been made aware of the following beneficial interests in 3% or more of the company's ordinary share capital:

Shareholder	Interest	% capital
JP Morgan Asset Management (UK) Limited	10,109,198	10.08%
Aberdeen Group plc	5,453,761	5.34%
Premier Miton Group plc	5,081,707	4.97%
J O Hambro Capital Management Limited	5,019,421	4.97%

Between 1 July 2026 and the date of this report, the following change to the significant direct and indirect holdings information was received:

Shareholder	Interest	% capital
JP Morgan Asset Management (UK) Limited	10,145,419	10.06%
Aberforth Partners LLP	4,664,466	4.62%

Change of control provisions

All the Group's share plans contain provisions relating to a change of control. The respective plan rules permit outstanding awards to vest on a proportional basis and then become exercisable in the event of a change of control, subject to the satisfaction of any performance conditions and Remuneration Committee approval. Other than in relation to share schemes as described above, the Group has not entered into any agreements with its directors or employees that provide for compensation for loss of office or employment in the event of a takeover or change of control of the Group.

The agreements governing the Group's joint ventures all have appropriate change of control provisions, none of which is significant in the context of the wider Group.

Directors' interests and indemnities

Summary biographies of the directors of the company as at 30 June 2026 are on pages 94 to 95. The directors' interests in the company's share capital are set out on page 123 and details of executive directors' service contracts and non-executive directors' letters of appointment can be found on page 118.

The Group operates a formal procedure for disclosing, reviewing and authorising directors' actual and potential conflicts of interest, in accordance with the Companies Act 2006. In addition, the Board reviews and authorises conflicts of interest, as necessary, on an annual basis.

The Group maintained Directors' and Officers' Liability insurance on behalf of the directors and General Counsel & Company Secretary throughout the financial year. In addition, individual qualifying third-party indemnities are provided to the directors and General Counsel & Company Secretary, that comply with the provisions of section 234 of the Companies Act 2006 and were in force throughout the year and up to the date of signing this Annual Report.

Significant agreements

There are no persons with which the Group has contractual or other arrangements that are essential to its business.

Political donations

The Group's policy is to avoid making political donations of any nature and none were made during the financial year. The Group notes the wide application of Part 14 of the Companies Act 2006, but does not consider the construction industry bodies of which it is a member to be political organisations for the purposes of the Act.

Emissions

Details of the Group's greenhouse gas emissions for the financial year can be found on pages 42 to 45 and are included by reference in this report.

Streamlined energy and carbon reporting (SECR)

The data included in the table below, together with the Scope 1 and 2 emissions intensity ratio disclosed on page 44 covers the reporting requirements detailed in the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018. As we report our carbon and energy data in calendar years, the following section represents our carbon and energy performance for the calendar years 2024 and 2025.

Emissions source	Emissions tCO ₂ e	
	Calendar year 2025	Calendar year 2024
Emissions from combustion of gas (Scope 1)	123	168
Emissions from combustion of fuel for transport purposes (Scope 1)	3,853	3,956
Emissions from fuel oil supplies ie diesel consumed (Scope 1)	10,747	9,185
Fugitive emissions from office facilities ie air conditioning systems (Scope 1)	0	4
Emissions from purchased electricity (Scope 2, location-based)	1,853	2,018
Emissions from purchased electricity (Scope 2, market-based)	1,422	1,497
Emissions from fuel and energy-related activities (Scope 3)	4,051	4,067
Emissions from business travel (Scope 3)	1,900	982
Emissions from employee commuting (Scope 3)	2,752	3,825

Directors' report continued

Methodology and conversion factors

Carbon dioxide equivalent emissions (tCO₂e) are calculated using the GHG Protocol Corporate Accounting and Reporting Standard and the UK Government GHG Conversion Factors and Methodology for company reporting 2025. The emissions included in the table have been externally verified to the ISO 14064-3 greenhouse gas statements standard by the Carbon Trust. Emissions cover all those arising from our fleet, gas and electricity in all offices and sites, and all other fuel used directly (for example diesel on site) including our share of emissions from joint ventures. Where data is obtained in litres used and distance travelled, these conversion factors have been used to convert to kWh.

Annual energy usage

Our total energy use, calculated from Department for Environment, Food and Rural Affairs (Defra) 2025 conversion factors, for all our UK activities increased by 10% in 2025 to 76,850,990 kWh (2024: 69,555,598 kWh).

The increase in energy usage in 2025 is driven by a circa 13.5% increase in the volume of diesel used on our projects. As outlined in more detail on pages 43 to 45, this reflects high rates of growth in our Infrastructure and Environment businesses, which have the highest intensity of diesel use.

Energy consumption is calculated using the same reporting boundary (operational control) that we use to calculate our carbon emissions. This increase reflects the growth of the business, but has been minimised by energy efficiency measures, including the transition to renewable energy.

Creditor payment policy

The Group's policy is to agree payment terms contractually with suppliers and subcontractors, ensure the relevant terms of payment are included in contracts, and to abide by those terms when satisfied that goods, services or assets have been provided in accordance with the agreed contractual terms. Following the discontinuation of the Prompt Payment Code in October 2024, the Group applied for membership of the Fair Payment Code, and was awarded the Bronze award in May 2025. This contains, among other things, commitments to treat our supply chain fairly and pay 95% of our supply chain invoices within 60 days, which we have consistently achieved. Our standard payment terms are a maximum of 45 days.

Important developments during the year

As announced on 17 September 2025 the Group launched a share buyback programme for up to a maximum of £10m consideration, which was completed on 22 April 2026. See page 128 for more information.

Going concern

In accordance with the Financial Reporting Council's Guidance on Risk Management, Internal Control and Related Financial and Business Reporting published in 2014, the requirements of the Code and Listing Rule 6.6.6(3), the Directors have conducted a rigorous and proportionate assessment of the Group's ability to continue in existence for the foreseeable future. This has been reviewed during the financial year and the Directors have concluded that there are no material uncertainties that may cast significant doubt on the Group's ability to continue as a going concern. Furthermore, the Group has adequate resources and visibility as to its future workload, as explained in this Annual Report. As a result, the Directors are satisfied that the Group has adequate resources to meet its obligations as they fall due for a period of at least 12 months from the date of approving these financial statements and, accordingly, is able to adopt the going concern basis in preparing these financial statements.

AGM

The 2026 AGM will be held at Peel Hunt LLP, 7th floor, 100 Liverpool Street, London, EC2M 2AT on 12 November 2026 at 11.00am. The Notice convening the AGM, sent to shareholders separately, explains the items of business that are not of a routine nature.

Further information on arrangements for the AGM and voting instructions will be set out fully in the Notice of AGM and Form of Proxy.

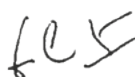
Fair, balanced and understandable

In accordance with the principles of the Code and as further described on page 110, the Group has arrangements in place to ensure that the information presented in this Annual Report is fair, balanced and understandable. The directors consider, on the advice of the Audit Committee, that the Annual Report, taken as a whole, is fair, balanced and understandable and provides the information necessary for shareholders to assess the Group's performance, position, business model and strategy.

Approval of report

This Directors' report, the Strategic report, the Corporate Governance report and Directors' Remuneration report were approved by the Board of Directors on 2026.

For and on behalf of the Board



Kevin Corbett

General Counsel & Company Secretary

17 September 2026

Statement of directors' responsibilities

The directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under company law the directors have prepared the Group and Parent Company financial statements in accordance with UK-adopted International Accounting Standards. Under company law, the directors must not approve the financial statements unless they are satisfied that these give a true and fair view of the state of affairs of the Group and Parent Company and of the profit or loss of the Group and Parent Company for that period.

In preparing the financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether they have been prepared in accordance with UK-adopted International Accounting Standards and with the requirements of the Companies Act 2006; and
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the Group and Parent Company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and Parent Company's transactions and disclose with reasonable accuracy at any time the financial position of the Group and Parent Company and enable them to ensure that the financial statements and the Directors' Remuneration Report comply with the Companies Act 2006 and, as regards the Group financial statements, Article 4 of the IAS Regulation. They are also responsible for safeguarding the assets of the Group and the Parent Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are responsible for the maintenance and integrity of the Group and Parent Company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The directors consider that the Annual Report and Financial Statements, taken as a whole, is fair, balanced and understandable and provides the information necessary for shareholders to assess the Group and Parent Company's performance, position, business model and strategy.

Each of the directors, whose names and functions are listed on pages 94 and 95, confirms that to the best of their knowledge:

- the Parent Company financial statements, which have been prepared in accordance with UK-adopted International Accounting Standards, give a true and fair view of the assets, liabilities, financial position and profit of the Parent Company;
- the Group financial statements, which have been prepared in accordance with UK-adopted International Accounting Standards, give a true and fair view of the assets, liabilities, financial position and profit of the Group; and
- the Strategic report contained on pages 1 to 87 includes a fair review of the development and performance of the business and the position of the Group and Parent Company, together with a description of the principal risks and uncertainties that it faces.

In the case of each director in office at the date the Directors' Report is approved:

- so far as the director is aware, there is no relevant audit information of which the Group and Company's auditors are unaware; and
- they have taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the Group and Company's auditors are aware of that information.

This confirmation is given and should be interpreted in accordance with section 418 of the Companies Act 2006.

For and on behalf of the Board



Bill Hocking
Chief Executive

17 September 2026

Forward-looking statements

Forward-looking statements have been made by the directors in good faith using information up until the date on which they approved this Annual Report. Forward-looking statements should be regarded with caution due to uncertainties in economic trends and business risks. The Group's businesses are generally not affected by seasonality.

Independent auditor's report

to the members of Galliford Try Holdings plc

Report on the audit of the financial statements

Opinion

In our opinion:

- ➔ the financial statements give a true and fair view of the state of the Group's and of the Company's affairs as at 30 June 2026 and of the Group's profit and the Group's and the Company's cash flows for the year then ended;
- ➔ the Group financial statements have been properly prepared in accordance with UK adopted international accounting standards;
- ➔ the Company financial statements have been properly prepared in accordance with UK adopted international accounting standards and as applied in accordance with the provisions of the Companies Act 2006; and
- ➔ the financial statements have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements of Galliford Try Holdings plc (the 'Company') and its subsidiaries (the 'Group') for the year ended 30 June 2026 which comprise of the following:

- ➔ Consolidated income statement;
- ➔ Consolidated statement of comprehensive income;
- ➔ Balance sheets;
- ➔ Consolidated and Company statements of changes in equity;
- ➔ Statements of cash flows; and
- ➔ Notes 1 to 32 to the financial statements including material accounting policy information.

The financial reporting framework that has been applied in their preparation is applicable law and UK adopted international accounting standards and as regards the Company financial statements, as applied in accordance with the provisions of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remain independent of the Group and the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard as applied to listed public interest entities, and we have fulfilled our other ethical responsibilities in accordance with these requirements. The non-audit services prohibited by the FRC's Ethical Standard were not provided to the Group and the Company and we remain independent of the Group and the Company in conducting our audit.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Our evaluation of the Directors' assessment of the Group and the Company's ability to continue to adopt the going concern basis of accounting included:

- ➔ We considered the principal risks identified by the Directors that are associated with the Group's activities, business environment and wider economic and macro-level risks. We assessed these against our views of the risks, based on our understanding of the business and its performance in the year ended 30 June 2026.
- ➔ We tested the integrity and mathematical accuracy of management's forecast model and assessed its consistency with approved budgets.
- ➔ We assessed the appropriateness of the Group's cash flow forecasts in the context of the Group's secured ongoing contracts, the secured new work and forecast potential work which were agreed to the Board approved forecasts.
- ➔ We obtained and evaluated the Directors' downside sensitivities, which included delays to construction resulting in reduced volume of work, a deterioration in working capital and also assessed the impact of materials and labour price inflation. As part of these sensitivities, management included a severe but plausible downside scenario combining the sensitivities mentioned which we critically evaluated.
- ➔ We have performed our own sensitivities which included reducing cash inflows based on reduced margins and delaying unsecured revenue, assessing their effect on the going concern assessment. As part of these, we determined the break-even point which involved aggregating the impact of the sensitivities noted.
- ➔ We obtained and assessed management's covenant calculations for the year to check the Group was compliant and further evaluated forecast covenant compliance and headroom calculations.
- ➔ We assessed the actual cash performance against forecasts for the current financial year and post year end to evaluate the Directors' accuracy and reliability of the forecasts prepared.
- ➔ We evaluated the adequacy of the disclosures within the Directors' report in relation to the specific risks posed, the scenarios the Directors have considered and conclusions made.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group and the Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue. However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the Group and the Company's ability to continue as a going concern.

In relation to the Group's reporting on how it has applied the UK Corporate Governance Code, we have nothing material to add or draw attention to in relation to the Directors' statement in the financial statements about whether the Directors considered it appropriate to adopt the going concern basis of accounting in preparing the financial statements.

Our responsibilities and the responsibilities of the Directors with respect to going concern are described in the relevant sections of this report.

Overview

		2026	2025
Key audit matters	Revenue and profit recognition for construction contracts	X	X
	Defects liability provision in relation to a legacy infrastructure contract	X	X
Materiality	<i>Group financial statements as a whole</i> £6.8m (2025: £5.7m) based on 0.35% (2025: 0.3%) of revenue		

An overview of the scope of our audit

Our Group audit was scoped by obtaining an understanding of the Group and its environment, the applicable financial reporting framework and the Group's system of internal control. We identified and assessed the risks of material misstatement of the Group financial statements including with respect to the consolidation process. We then applied professional judgement to focus our audit procedures on the areas that posed the greatest risks to the group financial statements. We continually assessed risks throughout our audit, revising the risks where necessary, with the aim of reducing the group risk of material misstatement to an acceptable level, in order to provide a basis for our opinion.

Components in scope

The Group comprises 50 legal entities which are predominantly grouped into divisions based on the nature of their operations. Although each division includes multiple legal entities, they have their own distinct management structure, common business characteristics, commonality of information systems, controls and financial reporting framework. Group management, and ultimately the Board, monitor the position and performance of the Group on a divisional basis. Accordingly, these divisions were considered to be components for the purpose of the audit. In addition, there are a number of distinct legal entities that fall outside of these divisions, being the Company and other legal entities providing services across the Group. These were also determined to be separate components.

Based on our scoping assessment, twelve components were identified, which are considered unique due to their specific characteristics.

For components in scope, we performed further audit procedures to obtain sufficient appropriate evidence, these included:

- procedures on the entire financial information of the component, including performing substantive procedures and tests of operating effectiveness of controls; or
- procedures on one or more classes of transactions, account balances or disclosures

Procedures performed at the component level

Procedures were performed on the entire financial information of three components, comprising of the Buildings, Environment and Highways components. Procedures were performed on one or more classes of transactions, account balances or disclosures for four other components. Risk assessment procedures were performed on the remaining components.

The Group engagement team has performed all procedures directly and has not involved component auditors in the Group audit.

Procedures performed centrally

The group operates a centralised IT function that supports IT processes for certain components. This IT function is subject to specified risk-focused audit procedures, predominantly the testing of the relevant IT general controls and IT application controls.

Disaggregation

The financial information relating to Group risks is highly disaggregated across the group. We took a centralised approach to responding to these risks. We performed procedures at the component level in relation to these risks in order to obtain comfort over the residual population of group balances.

How Climate change affected the scope of our audit

The Group has determined that climate change does not currently have a material impact on its operations. Our work on the assessment of potential impacts of climate-related risks on the Group's operations and financial statements included:

- Enquiries and challenge of management to understand the actions they have taken to identify climate-related risks and their potential impacts on the financial statements and adequately disclose climate-related risks within the annual report;
- Our own qualitative risk assessment taking into consideration the sector in which the Group operates and how climate change affects this particular sector; and
- Review of the minutes of Board and Audit Committee meetings and other papers related to climate change and performed a risk assessment as to how the impact of the Group's commitment as set out in the Annual Report may affect the financial statements and our audit.

We challenged the extent to which climate-related, including the expected cash flows from the initiatives and commitments have been reflected, where appropriate, in the Directors' going concern assessment and viability assessment.

The management disclosures on pages 72-84 form part of the Strategic report. Our responsibilities in relation to these disclosures are described in the relevant section of this report and our procedures on these disclosures therefore consisted solely of considering whether they are materially inconsistent with the financial statements or our knowledge obtained from the audit or otherwise appear to be materially misstated.

Independent auditor's report continued

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period and include the most significant assessed risks of material misstatement (whether or not due to fraud) that we identified, including those which had the greatest effect on: the overall audit strategy, the allocation of resources in the audit, and directing the efforts of the engagement team. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matter	How the scope of our audit responded to the risk
Revenue and profit recognition for construction contracts Note 1 on page 147 to the financial statements gives further detail regarding the estimates and judgements made by the Group in this regard and the accounting policy for construction contracts. Refer to Note 3 in relation to Revenue.	Control Environment We obtained an understanding of and evaluated management's processes and controls for ensuring construction contracts with customers meet the requirements of IFRS 15. We evaluated the design and implementation, and tested operating effectiveness, of the key controls over revenue, profit margin, costs to complete and stage of completion on construction contracts. Contract Selection We focused our work on the contracts we considered to have the greatest estimation uncertainty, identified using a number of selection criteria including magnitude, movements in the year, unagreed variations or claims above a determined threshold or other known issues. For each of the contracts selected, we carried out the following detailed testing in relation to contract overview, forecast revenue, forecast costs to complete and stage of completion: Contract Overview We obtained an understanding of the contract, its performance obligations and performance to date by reviewing the initial contract with the customer and holding discussions with commercial teams and other management, as applicable. Forecast Revenue We agreed the contract value included in forecast total revenue to contractual agreements, supplemental agreements and agreed variations. For unagreed amounts, we challenged management's assessment of the expected recovery of variations, claims and compensation events from customers, to determine the basis on which the associated revenue was considered to be highly probable of not reversing. We obtained evidence of historic success rates and evidence of amounts agreed post year end to support management's assessment as applicable. We obtained and reviewed relevant legal correspondence relating to these claims and variations and, where necessary, discussed the progress of legal disputes with the Group's internal legal team and external legal advisors. We compared revenue recognised with amounts applied for and amounts certified by clients. We then understood any difference between these values. We agreed the amounts received to bank where possible. Where the balance had not been received into bank, we considered the recoverability of the balance by reviewing correspondence with the customer. We re-performed the key calculations behind the margin applied, the stage of completion and associated profit, and therefore revenue recognised, as well as contract assets and liabilities. We assessed the recoverability of contract assets by comparing to the post year end external certification of the value of work performed, and the payment received post year end. We challenged the judgements or estimates made by discussing them with the project teams as well as senior operational, legal, commercial and financial management.

Key audit matter	How the scope of our audit responded to the risk
Revenue and profit recognition for construction contracts (continued)	Forecast costs to complete and stage of completion We obtained a breakdown of costs to date and forecast costs to complete, agreeing totals back to the year-end cost-value reconciliation (CVR). We performed a review of forecast costs by type included within the cost-value reconciliation (CVR) and analysed the stage of completion of each cost type to determine whether costs are progressing in line with the overall stage of completion. We challenged management where costs were not in line with our expectations and obtained supporting documentation as applicable. We corroborated a sample of forecast costs for significant subcontractor packages to documentary evidence. Where the subcontractor projected total costs significantly differed from the total forecast costs in the contract forecast, we challenged management and obtained supporting evidence for the differences as applicable. We enquired with commercial Directors regarding variances between the input method calculated stage of completion and external certified value. We assessed judgements and estimates made by the Directors in determining forecast costs and the remaining contingency on a project, for the possibility of a material misstatement, and obtained corroborating evidence to support the positions taken. We compared the percentage of forecast costs that have been procured to the overall forecast costs and challenged management where there were substantial costs yet to procure as this presents a greater risk. We corroborated a sample of un-procured subcontractor costs to documentary evidence. We challenged the assumptions made by management in respect of estimated recoveries from subcontractors and designers included in the forecast, to determine whether these could be considered virtually certain of recovery. We obtained evidence such as signed agreements or the latest correspondence that underpinned management's assumptions and also considered the existence of any contradictory evidence. We discussed with management to understand and challenge other areas of judgement taken including anticipated completion dates and the impact of any delays, whether there are any disputes with third parties on the contract and the reason for any movements in forecasts from tender/prior year to 30 June 2026. We obtained corroborating evidence for the explanations provided. We tested a sample of costs incurred in the year and ensured that they had been accurately recorded and correctly allocated to the relevant project. We tested a sample of accrued subcontractor costs to the year-end subcontractor applications and a sample of other accrued costs to applicable supporting documentation. Other Where appropriate we reviewed legal correspondence and expert advice obtained by management in respect of the judgements and estimates and, where necessary, spoke directly with management's experts who had provided this advice. We remained alert for any contradictory evidence or indicators of understatement of forecast costs or overstatement of revenue while performing our audit procedures, including site visits, cost testing and payments testing. We challenged the judgements or estimates made by discussing them with the project teams as well as senior operational, legal, commercial and financial management. We performed a stand back review on the key judgements and estimates on each contract to assess if sufficient appropriate audit evidence had been obtained. From the latest available contract information post year end, we compared the forecast out-turn across all contracts to the reported year end positions. We challenged management on any significant movements and considered whether changes should be considered in the year end position.

Independent auditor's report continued

Key audit matter	How the scope of our audit responded to the risk
Revenue and profit recognition for construction contracts (continued)	Residual Contract Testing For contracts that didn't meet the selection criteria, we carried out targeted testing on a sample basis which included: ➤ Obtaining an understanding of the contract and its key terms through inspection of the executed customer contract. ➤ Agreeing forecast revenue to contractual agreements, supplementary agreements and approved variations. ➤ For unagreed variations, claims and compensation events, challenging management's assessment of recoverability and the basis for recognising associated revenue. We assessed whether recognition was highly probable of not reversing and, where relevant, corroborated management's assessment through review of historical recovery rates and amounts agreed post year end. ➤ Reconciling revenue recognised with amounts applied for and amounts certified by clients, agreeing the amounts received to bank. Where the balance had not been received into bank, we considered the recoverability of the balance by reviewing correspondence with the customer. ➤ Corroborating a sample of forecast costs relating to significant subcontractor packages to supporting documentation. Where forecast costs differed significantly from subcontractor projections, we challenged management and obtained supporting evidence for the differences. ➤ Comparing the proportion of forecast costs procured at year end to total forecast costs and challenging management where a significant proportion of costs remained unprocured, as these contracts are subject to greater estimation uncertainty. ➤ Corroborating a sample of significant unprocured subcontractor costs to supporting documentation, including tender returns, quotations and other available evidence. Site Visits We visited a sample of sites across the business. We inspected the physical progress of the sites and discussed progress with personnel working on the specific sites, particularly those outside of finance such as individuals in commercial and project management roles. Where sites were selected for audit testing, we considered whether the information obtained from the site visit was consistent with the information obtained from audit testing. Disclosures We considered the adequacy of the disclosures in the financial statements in relation to specific contracts and also the disclosures in respect of significant judgements and estimates in line with applicable accounting standards. Key observations We consider that the estimates and judgements made by management in respect of construction contract revenue and profit recognition, and the associated disclosures to be reasonable.

Key audit matter	How the scope of our audit responded to the risk
Defects liability provision in relation to a legacy infrastructure contract Note 1 on page 147 to the financial statements gives further detail regarding the estimates and judgements made by the Group in this regard. Note 1 on page 150 to the financial statements provides the accounting policy for provisions. Refer to Note 19 in relation to provisions.	We obtained management's assessment paper on whether the recognition criteria of IAS 37 were met and whether a provision should be recognised in respect of this contract. We assessed this against the requirements of IAS 37. As part of our assessment, we validated the existence of the legal obligations with respect to the defect requirements through reviewing key terms of the contract. We also obtained a report prepared by management's expert as to whether the recognition criteria were met. We assessed their competence and objectivity by examining the work they were required to perform and their professional qualifications and experience. We considered whether their assessment provided any contradictory evidence to management's own assessment as well as our own. We obtained an understanding of and assessed management's process for the quantification of the provision, including: ➤ the analysis of specific cost estimates for known, identified rectification works; and ➤ the estimation of lifetime costs expected during the defect period. We challenged management's assessment of expected lifetime costs, and therefore the remaining provision for yet to be identified defects, prepared by drawing information from a panel of experts. We evaluated the competence, objectivity and sufficiency of management's panel of experts that were utilised in the estimation of expected lifetime costs and the resulting provision by examining the work they performed, their professional qualifications and experience. Management's assessment continues to be supported by the opinions of its panel of experts (both external and internal). Based on our understanding of these opinions, obtained through previous discussions, and considering additional evidence obtained in the current year, we developed independent expectations of defects incurred on similar types of contracts and assessed whether management's assessment was within a supportable range. In assessing the appropriateness of cost estimates, we assessed if the costs underpinning the accounting provision represent managements and the experts best estimate of expected expenditure, based on the current extent of defect expenditure incurred as well as any known risks identified but not yet remediated. We considered expenditure incurred on defects to date. Through independent research and our understanding of the views provided by management's panel of experts, we assessed the expected timing and magnitude of defect costs over the contractual defects period. Using this information, we developed an estimate of the expected lifetime defect costs and evaluated whether this indicated any evidence contrary to the provision recorded by management. We assessed the integrity of the underlying data and formulae used in developing the estimate. We also assessed the mathematical accuracy of management's calculations for the various elements of the provision. Disclosures We considered the adequacy of the disclosures made, with particular focus on the range of potential outcomes and areas of estimation uncertainty and challenged management in regard to their proposed disclosures against the requirements of the applicable standards. Key observations: We consider the estimates, judgements and associated disclosures made by management in respect of the estimation of the provision to be reasonable.

Independent auditor's report continued

Our application of materiality

We apply the concept of materiality both in planning and performing our audit, and in evaluating the effect of misstatements. We consider materiality to be the magnitude by which misstatements, including omissions, could influence the economic decisions of reasonable users that are taken on the basis of the financial statements.

In order to reduce to an appropriately low level the probability that any misstatements exceed materiality, we use a lower materiality level, performance materiality, to determine the extent of testing needed. Importantly, misstatements below these levels will not necessarily be evaluated as immaterial as we also take account of the nature of identified misstatements, and the particular circumstances of their occurrence, when evaluating their effect on the financial statements as a whole.

Based on our professional judgement, we determined materiality for the financial statements as a whole and performance materiality as follows:

	Group financial statements		Company financial statements	
	2026	2025	2026	2025
Materiality	£6.8m	£5.7m	£3.1m	£3.0m
Basis for determining materiality	0.35% of revenue	0.3% of revenue	1% of total assets	1% of total assets
Rationale for the benchmark applied	Taking into account the Group's operations and the sector in which it operates, we considered what would represent a stable basis for determining materiality and benchmarked the resulting materiality level against that of peer companies as a proportion of revenue. Based on this we have set Group materiality at 0.35% (2025: 0.30%) of Group revenue. The increase in the materiality percentage applied reflects the audit team's professional judgement, taking into account the nature and scale of the Group's operations, together with the results of our risk assessment.		We have set Company materiality at the lower of 1% (2025: 1%) of total assets and 95% (2025: 95%) of Group materiality. We chose total assets as the benchmark as the Company does not trade and we believe this to be of most interest to the users of the financial statements.	
Performance materiality	£4.2m	£3.6m	£2.3m	£1.9m
Basis for determining performance materiality	On the basis of our risk assessment, together with our assessment of the Group's overall control environment and history of adjustments, our judgement was that overall performance materiality of the Group should be set at 62.5% (2025: 62.5%) of materiality.		On the basis of our risk assessment, together with our assessment of the Company's overall control environment and history of adjustments, our judgement was that overall performance materiality of the Company should be set at 75% (2025: 62.5%) of materiality.	
Rationale for the percentage applied for performance materiality	We determined performance materiality based on our risk assessment procedures, together with our assessment of the Group's and Company's overall control environment, the number of components and the history of audit adjustments identified in the previous audits.			

Component performance materiality

For the purposes of our Group audit opinion, we set performance materiality for each component of the Group, apart from the Company whose materiality and performance materiality are set out above, based on a percentage of between 64% and 95% (2025: 66% and 95%) of Group performance materiality dependent on a number of factors including size and our assessment of the risk of material misstatement of those components. Component performance materiality ranged from £2.7m to £4.0m (2025: £2.3m to £3.5m).

Reporting threshold

We agreed with the Audit Committee that we would report to them all individual audit differences in excess of £337,000 (2025: £282,000). We also agreed to report differences below this threshold that, in our view, warranted reporting on qualitative grounds.

Other information

The Directors are responsible for the other information. The other information comprises the information included in the Annual Report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Corporate governance statement

The UK Listing Rules sourcebook requires us to review the Directors' statement in relation to going concern, longer-term viability and that part of the Corporate Governance Statement relating to the Company's compliance with the provisions of the UK Corporate Governance Code specified for our review.

Based on the work undertaken as part of our audit, we have concluded that each of the following elements of the Corporate Governance Statement is materially consistent with the financial statements, or our knowledge obtained during the audit.

Going concern and longer-term viability	➤ The Directors' statement with regards to the appropriateness of adopting the going concern basis of accounting and any material uncertainties identified set out on page 130; ➤ The Directors' explanation as to their assessment of the Group's prospects, the period this assessment covers and why the period is appropriate set out on page 85; and ➤ The Directors' statement on whether they have a reasonable expectation that the Group will be able to continue in operation and meet its liabilities set out on page 85.
Other Code provisions	➤ Directors' statement on fair, balanced and understandable set out on page 110; ➤ Board's confirmation that it has carried out a robust assessment of the emerging and principal risks set out on page 66; ➤ The section of the annual report that describes the review of effectiveness of risk management and internal control systems set out on page 109; and ➤ The section describing the work of the audit committee set out on page 107.

Other Companies Act 2006 reporting

Based on the responsibilities described below and our work performed during the course of the audit, we are required by the Companies Act 2006 and ISAs (UK) to report on certain opinions and matters as described below.

Strategic report and Directors' report	In our opinion, based on the work undertaken in the course of the audit: ➤ the information given in the Strategic report and the Directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and ➤ the Strategic report and the Directors' report have been prepared in accordance with applicable legal requirements. In the light of the knowledge and understanding of the Group and the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic report or the Directors' report.
Directors' remuneration	In our opinion, the part of the Directors' remuneration report to be audited has been properly prepared in accordance with the Companies Act 2006.
Matters on which we are required to report by exception	We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion: ➤ adequate accounting records have not been kept by the Company, or returns adequate for our audit have not been received from branches not visited by us; or ➤ the Company financial statements and the part of the Directors' remuneration report to be audited are not in agreement with the accounting records and returns; or ➤ certain disclosures of Directors' remuneration specified by law are not made; or ➤ we have not received all the information and explanations we require for our audit.

Responsibilities of Directors

As explained more fully in the Statement of directors' responsibilities, the Directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the Company and management.

Independent auditor's report continued

Extent to which the audit was capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Non-compliance with laws and regulations

Based on:

- Our understanding of the Group and the industry in which it operates;
- Discussion with management and those charged with governance internal legal counsel, Audit Committee; and
- Obtaining an understanding of the Group's policies and procedures regarding compliance with laws and regulations.

we considered the significant laws and regulations to be, but not limited to, UK adopted international accounting standards, Companies Act 2006, UK tax legislation, UK Listing Rules.

The Group is also subject to laws and regulations where the consequence of non-compliance could have a material effect on the amount or disclosures in the financial statements, for example through the imposition of fines or litigations. We identified such laws and regulations to be the health and safety legislation, data protection legislation, employment law, the Fire Safety Act 2021 and the Building Safety Act 2022.

Our procedures in respect of the above included:

- Enquiries of management whether there were any litigations and claims;
- Enquiries of the legal team of the Group and the Company;
- Review of minutes of meetings of those charged with governance for any instances of non-compliance with laws and regulations;
- Review of correspondence with regulatory and tax authorities for any instances of non-compliance with laws and regulations;
- Review of financial statement disclosures and agreeing to supporting documentation;
- Involvement of tax specialists in the audit; and
- Review of legal expenditure accounts to understand the nature of expenditure incurred.

Fraud

We assessed the susceptibility of the financial statements to material misstatement, including fraud. Our risk assessment procedures included:

- Enquiries with management and those charged with governance, the Audit Committee as well as internal audit regarding any known or suspected instances of fraud;
- Obtaining an understanding of the Group's policies and procedures relating to:
 - Detecting and responding to the risks of fraud; and
 - Internal controls established to mitigate risks related to fraud.
- Review of minutes of meetings of those charged with governance for any known or suspected instances of fraud;
- Discussion amongst the engagement team as to how and where fraud might occur in the financial statements;
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud; and
- Considering remuneration incentive schemes and performance targets and the related financial statement areas impacted by these.

Based on our risk assessment, we considered the areas most susceptible to fraud to be management override of controls that are otherwise operating effectively through inappropriate journal entries, existence of revenue recognition over construction contracts and bias in key estimates.

Our procedures in respect of the above included:

- Testing journal entries throughout the year, which met defined risk criteria, by agreeing to supporting documentation;
- Testing a sample of the residual population of journals not meeting the defined risk criteria by agreeing to supporting documentation;
- Involvement of forensic specialists in the fraud risk assessment procedures;
- Assessing significant estimates made by management for bias with the significant judgements and estimates in particular those related to contract accounting and provisions; and
- Testing a sample of contracts for accuracy of estimation where revenue is recognised over time (refer to KAMs above).

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members who were all deemed to have appropriate competence and capabilities and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Other matters which we are required to address

We were appointed by the members on 13 November 2025 to audit the financial statements for the period ended 30 June 2026.

Our total uninterrupted period of engagement is 7 years, covering the periods ended 30 June 2020 to 30 June 2026.

Our audit opinion is consistent with the additional report to the audit committee.

Use of our report

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

In due course, as required by the Financial Conduct Authority Disclosure Guidance and Transparency Rule 4.1.15R – 4.1.18R, these financial statements will form part of the Electronic Format Annual Financial Report filed on the National Storage Mechanism of the FCA in accordance with DTR 4.1.15R – DTR 4.1.18R. This auditor's report provides no assurance over whether the Electronic Format Annual Financial Report has been prepared in compliance with DTR 4.1.15R – DTR 4.1.18R.

Peter Latham

(Senior Statutory Auditor)

For and on behalf of BDO LLP, Statutory Auditor

London, UK
17 September 2026

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

Consolidated income statement

for the year ended 30 June 2026

	Notes	2026 £m	2025 £m
Revenue	3	1,931.1	1,875.2
Cost of sales		(1,756.9)	(1,723.7)
Gross profit		174.2	151.5
Administrative expenses		(125.6)	(111.8)
Operating profit		48.6	39.7
Finance income	5	9.9	8.9
Finance costs	5	(3.5)	(4.5)
Profit before income tax	6	55.0	44.1
Income tax expense	7	(13.8)	(10.5)
Profit for the year		41.2	33.6
Earnings per share			
Basic			
Profit attributable to ordinary shareholders	9	41.7p	33.7p
Diluted			
Profit attributable to ordinary shareholders	9	39.9p	32.2p

The notes are an integral part of the consolidated financial statements.

Consolidated statement of comprehensive income

for the year ended 30 June 2026

	Notes	2026 £m	2025 £m
Profit for the year		41.2	33.6
Other comprehensive expense:			
Items that may be reclassified subsequently to profit or loss			
Movement in fair value of PPP and other investments	15	(0.4)	(1.9)
Total items that may be reclassified subsequently to profit or loss		(0.4)	(1.9)
Other comprehensive expense for the year net of tax		(0.4)	(1.9)
Total comprehensive income for the year		40.8	31.7

The notes are an integral part of the consolidated financial statements.

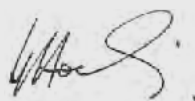
Balance sheets

	Notes	Group		Company	
		30 June 2026 £m	30 June 2025 £m	30 June 2026 £m	30 June 2025 £m
Assets					
Non-current assets					
Intangible assets	10	3.5	3.4	-	-
Goodwill	11	101.7	93.6	-	-
Property, plant and equipment	12	6.4	6.0	-	-
Right-of-use assets	13	45.3	51.1	-	-
Investments in subsidiaries	14	-	-	190.3	189.7
PPP and other investments	15	37.2	38.6	-	-
Deferred income tax assets	21	4.8	11.0	0.8	0.7
Total non-current assets		198.9	203.7	191.1	190.4
Current assets					
Trade and other receivables	16	398.7	388.6	-	-
Current income tax assets		-	3.7	-	-
Cash and cash equivalents	17	259.0	237.6	116.0	113.5
Total current assets		657.7	629.9	116.0	113.5
Total assets		856.6	833.6	307.1	303.9
Liabilities					
Current liabilities					
Trade and other payables	18	(609.6)	(609.1)	-	-
Lease liabilities	13	(22.5)	(22.7)	-	-
Current income tax liabilities		(0.1)	-	-	-
Provisions for other liabilities and charges	19	(63.9)	(48.6)	-	-
Total current liabilities		(696.1)	(680.4)	-	-
Non-current liabilities					
Lease liabilities	13	(25.3)	(31.1)	-	-
Total non-current liabilities		(25.3)	(31.1)	-	-
Total liabilities		(721.4)	(711.5)	-	-
Net assets		135.2	122.1	307.1	303.9
Equity					
Share capital	23	50.4	51.1	50.4	51.1
Share premium	23	2.2	1.6	2.2	1.6
Other reserves	25	138.7	137.7	138.7	137.7
Retained earnings	25	(56.1)	(68.3)	115.8	113.5
Total equity attributable to owners of the Company		135.2	122.1	307.1	303.9

The profit for the Parent Company for the year was £32.0m (2025: £30.1m).

The notes are an integral part of the consolidated financial statements.

The financial statements on pages 141 to 179 were approved and authorised for issue by the Board on 17 September 2026 and signed on its behalf by:



Bill Hocking
Chief Executive



Kris Hampson
Chief Financial Officer

Galliford Try Holdings plc
Registered number: 12216008

Consolidated and Company statements of changes in equity

for the year ended 30 June 2026

	Notes	Ordinary shares £m	Share premium £m	Other reserves £m	Retained earnings £m	Total shareholders' equity £m
Consolidated statement						
At 1 July 2024		52.0	0.8	136.4	(75.6)	113.6
Profit for the year		-	-	-	33.6	33.6
Other comprehensive expense		-	-	-	(1.9)	(1.9)
Total comprehensive income for the year		-	-	-	31.7	31.7
Transactions with owners:						
Dividends	8	-	-	-	(17.5)	(17.5)
Purchase of own shares	25	-	-	-	(12.3)	(12.3)
Share-based payments	24	-	-	-	3.4	3.4
Tax relating to share-based payments		-	-	-	2.0	2.0
Issue of shares	23	0.4	0.8	-	-	1.2
Cancellation of shares	23, 25	(1.3)	-	1.3	-	-
At 30 June 2025		51.1	1.6	137.7	(68.3)	122.1
Profit for the year		-	-	-	41.2	41.2
Other comprehensive expense		-	-	-	(0.4)	(0.4)
Total comprehensive income for the year		-	-	-	40.8	40.8
Transactions with owners:						
Dividends	8	-	-	-	(20.3)	(20.3)
Purchase of own shares	25	-	-	-	(14.3)	(14.3)
Share-based payments	24	-	-	-	4.2	4.2
Tax relating to share-based payments		-	-	-	1.8	1.8
Issue of shares	23	0.3	0.6	-	-	0.9
Cancellation of shares	23, 25	(1.0)	-	1.0	-	-
At 30 June 2026		50.4	2.2	138.7	(56.1)	135.2
Company statement						
At 1 July 2024		52.0	0.8	136.4	110.4	299.6
Profit for the year		-	-	-	30.1	30.1
Total comprehensive income		-	-	-	30.1	30.1
Transactions with owners:						
Dividends	8	-	-	-	(17.5)	(17.5)
Share-based payments	24	-	-	-	0.5	0.5
Purchase of own shares	25	-	-	-	(10.0)	(10.0)
Issue of shares	23	0.4	0.8	-	-	1.2
Cancellation of shares	23, 25	(1.3)	-	1.3	-	-
At 30 June 2025		51.1	1.6	137.7	113.5	303.9
Profit for the year		-	-	-	32.0	32.0
Total comprehensive income		-	-	-	32.0	32.0
Transactions with owners:						
Dividends	8	-	-	-	(20.3)	(20.3)
Share-based payments	24	-	-	-	0.6	0.6
Purchase of own shares	25	-	-	-	(10.0)	(10.0)
Issue of shares	23	0.3	0.6	-	-	0.9
Cancellation of shares	23, 25	(1.0)	-	1.0	-	-
At 30 June 2026		50.4	2.2	138.7	115.8	307.1

Statements of cash flows

for the year ended 30 June 2026

	Notes	Group		Company	
		2026 £m	2025 £m	2026 £m	2025 £m
Cash flows from operating activities					
Profit for the year		41.2	33.6	32.0	30.1
Adjustments for:					
Income tax expense/(credit)	7	13.8	10.5	(0.1)	(0.3)
Net finance income	5	(6.4)	(4.4)	-	-
Profit before finance costs and taxation		48.6	39.7	31.9	29.8
Depreciation, amortisation and impairment of non-current assets	10, 12 & 13	25.5	24.4	-	-
Dividends received from subsidiary undertakings		-	-	(32.0)	(29.8)
Share-based payments		4.2	3.4	-	-
Net cash generated from/(used in) operations before changes in working capital		78.3	67.5	(0.1)	-
Increase in trade and other receivables	16	(17.1)	(14.3)	-	-
Decrease in trade and other payables	18	(2.0)	(12.2)	-	-
Increase in provisions	19	15.3	12.4	-	-
Net cash generated from/(used in) operations		74.5	53.4	(0.1)	-
Interest received		9.9	8.9	-	-
Interest paid		(3.5)	(4.5)	-	-
Income tax received		1.1	7.9	-	-
Net cash generated from/(used in) operating activities		82.0	65.7	(0.1)	-
Cash flows from investing activities					
Decrease/(increase) in amounts due from joint ventures		4.7	(6.1)	-	-
PPP loan repayments	15	1.0	1.3	-	-
Acquisition of business combinations, net of cash acquired	29	(8.1)	-	-	-
Dividends received from subsidiary undertakings		-	-	32.0	29.8
Proceeds from disposal of subsidiary undertakings		-	1.9	-	-
Acquisition of property, plant and equipment	12	(1.2)	(2.4)	-	-
Net cash (used in)/generated from investing activities		(3.6)	(5.3)	32.0	29.8
Cash flows from financing activities					
Repayment of lease liabilities	13	(23.3)	(21.2)	-	-
Purchase of own shares	25	(14.3)	(12.3)	(10.0)	(10.0)
Dividends paid to Company shareholders	8	(20.3)	(17.5)	(20.3)	(17.5)
Net proceeds from issue of ordinary share capital	23	0.9	1.2	0.9	1.2
Net cash used in financing activities		(57.0)	(49.8)	(29.4)	(26.3)
Net increase in cash and cash equivalents		21.4	10.6	2.5	3.5
Cash and cash equivalents at 1 July	17	237.6	227.0	113.5	110.0
Cash and cash equivalents at 30 June	17	259.0	237.6	116.0	113.5

Notes to the financial statements

1 Accounting policies

General information

Galliford Try Holdings plc (the Company) is a public limited company incorporated, listed and domiciled in the UK, and registered under the laws of England and Wales. The address of the registered office is 3 Frayswater Place, Cowley, Uxbridge, UB8 2AD. The Company has its listing on the London Stock Exchange.

The financial statements are presented in pounds sterling because that is the currency of the primary economic environment in which the Group operates. The amounts stated are denominated in millions (£m).

Going concern

The consolidated and Company financial statements have been prepared on a going concern basis. The Group's business activities, together with the factors likely to affect its future development, performance and position are set out in the Viability Statement (on page 85) and the Strategic Report.

As at 30 June 2026, the Group had substantial cash balances, no drawn loan facilities, no defined benefit pension liabilities and a strong forward secured order book. The directors regularly review the working capital requirements of the Group while considering downside sensitivities.

The Group's forecasts have been prepared in the context of the current economic conditions and additionally, the directors have considered a range of downside sensitivities (as discussed in detail in the Viability Statement on page 85). Even in the severe but plausible downside scenario, the Group is forecast to continue to meet its obligations and remain cash positive for a period of at least 12 months from the date the financial statements are authorised for issue.

After making enquiries and considering the factors and sensitivities outlined above for a range of scenarios, the directors have a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future being a period of at least 12 months from the date the financial statements are authorised for issue. Thus, they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

Basis of accounting

For the year to 30 June 2026, the Group consolidated financial statements and the Company financial statements have been prepared in accordance with UK-adopted International Accounting Standards and with the requirements of the Companies Act 2006, under the historical cost convention, as modified by the revaluation of PPP and other investments at fair value through other comprehensive income.

The following amendment was effective for the first time for the year ended 30 June 2026 but did not have a material effect on the Group:

- ➔ Amendments to IAS 21 to clarify the accounting when there is a lack of exchangeability

The following are new standards, interpretations and amendments, that are not yet effective or have not been endorsed. The Group has chosen not to adopt these early.

- ➔ IFRS 18 Presentation and Disclosure in Financial Statements
- ➔ Amendment to IFRS 9 and IFRS 7 – Classification and Measurement of Financial Instruments
- ➔ Annual improvements to IFRS – Volume 11

IFRS 18, which replaces IAS 1 Presentation of Financial Statements, primarily introduces new requirements for the presentation of the income statement and the classification of income and expenses. The Group is in the process of determining the impact of applying IFRS 18 which is not expected to be material. IFRS 18 is effective for accounting periods beginning on or after 1 January 2027 and the Group will report its first annual financial statements in accordance with IFRS 18 for the year ended 30 June 2028.

Besides the presentational changes arising from the adoption of IFRS 18, no other new accounting standard or amendment is expected to have a material impact on the Group.

Basis of preparation

The Group financial statements incorporate the results of Galliford Try Holdings plc, its subsidiary undertakings and the Group's share of the results of joint arrangements. Subsidiaries are all entities over which the Group has control. The exposure or right to variable returns from its involvement with an investee, and the ability to influence those returns, are considered when assessing whether the Group controls another entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group, until the date that control ceases.

The acquisition method of accounting is used to account for the acquisition of a business by the Group. The cost of an acquisition is measured at the fair value of the assets transferred, equity instruments issued and liabilities incurred or assumed at the date of exchange. Costs directly attributable to the acquisition are expensed to the income statement. The identifiable assets acquired and liabilities and contingent liabilities assumed in the business combination are measured initially at their fair values at the acquisition date, irrespective of any non-controlling interest. The excess of cost of acquisition over the fair value of the Group's share of the identifiable net assets acquired is recorded as goodwill. If the fair value of the Group's share of the identifiable net assets is in excess of the cost of the acquisition, the gain on bargain purchase is recognised as a credit through the income statement.

Inter-company transactions, balances and unrealised gains on transactions between Group companies are eliminated. Unrealised losses are also eliminated but considered an impairment indicator of the asset transferred. Accounting policies of acquired subsidiaries are changed where necessary, to ensure consistency with policies adopted by the Group.

In addition to total performance measures, the Group discloses additional information including adjusted performance and adjusted earnings per share. The Group believes that this additional information provides useful information on underlying trends. This additional information is not defined under international accounting standards and may therefore not be comparable with similarly titled profit measures reported by other companies. It is not intended to be a substitute for, or superior to, international accounting standards measures of profit.

The Company has elected to take the exemption under section 408 of the Companies Act 2006 to not present the Parent Company income statement and statement of comprehensive income.

Impact of climate change on the financial statements

As reported in the TCFD disclosures starting on page 72, and the principal risks starting on page 67, the directors, in preparing the financial statements, have considered the risks and potential impact of climate change to the Group. It is unlikely that these risks will have a material financial impact in the short (between one and two years) and medium (between three and 10 years) term, particularly given the nature of the contractual arrangements in place.

There has been no material impact identified on the financial reporting judgements and estimates. The Directors considered the impact of climate change in respect of the following principal areas:

- ➔ contract judgements made on the Group's construction contracts;
- ➔ going concern and viability of the Group over the next three years;
- ➔ cash flow forecasts used in the impairment assessments of non-current assets including the intangible assets and goodwill; and
- ➔ carrying value and useful economic lives of property, plant and equipment.

As current legislation stands, there is no material impact expected from climate change. The Directors are however aware of the ever-changing risks attached to climate change and will continue to monitor this, particularly regarding any judgements on construction contracts, impairment reviews and going concern in preparation of the Group's financial statements.

1 Accounting policies continued

Critical accounting estimates and judgements

The preparation of the consolidated financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. Critical judgements are those management has made when applying its material accounting policies, whereas critical estimates are assumptions and estimates made at the end of the reporting period that have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

The estimates, judgements and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making estimates and judgements about the carrying value of assets and liabilities which are not readily apparent from other sources. Actual results may differ from these estimates and judgements. The estimates, judgements and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates and judgements are recognised in the period in which the estimate or judgement is revised if the revision affects only that period, or in the period of revision and future periods if the revision affects both current and future periods.

Material estimates and judgements are made in particular with regards to establishing the following policies:

(i) Revenue and profit recognition for long-term contract accounting (judgement and estimate)

In order to determine the profit and loss that the Group is able to recognise on its construction contracts in a specific period, the Group has to estimate the outcome of both the total costs to complete the contract and the final contract value. The Group has to allocate total costs of the construction contracts between the amount incurred on the contract to the end of the reporting period and the proportion to complete in a future period. The assessment of the total costs to be incurred and final contract value requires a degree of estimation.

Contract modifications are recognised when the Group considers they have been approved (which also includes consideration of whether enforceable rights exist in the contract). The estimation of final contract value includes the assessment of the recovery of variations, claims and compensation events (contract modifications). The estimate made is constrained in accordance with IFRS 15 so that it is highly probable not to result in a significant reversal of revenue in the future. Where the change in scope results in an increase to the work to be performed that is distinct and reflects the stand-alone selling price of the distinct good/service, it is treated as a separate contract. This is assessed on a contract specific basis.

The Group recognises recoveries of claims from clients as revenue where clear entitlement has been established which can require judgement, such as through dispute-resolution processes. This includes the recovery of costs (such as delays to the contract programme) to the extent it is highly probable not to result in a significant reversal of revenue in the future.

The estimation of costs to complete is based on all available relevant information such as procured packages and management experience and includes estimation of final accounts and any potential maintenance and defect liabilities. Recoveries resulting from actual or potential claims against subcontractors are accounted for in accordance with IAS 37 and are recognised only when they meet the virtually certain threshold.

Group management has established internal controls to review and ensure the appropriateness of estimates made on an individual contract basis, including any necessary contract provisions. As with most large, complex construction projects, there is an element of estimation uncertainty over costs to complete and final account settlements. This is, however, reduced by the experience of the management team and the controls that we have in place. The settlement of these final accounts may give rise to an over or under-recognition of profit or loss and associated cash flows, which could be material.

As at 30 June 2026, the Group's contract assets, contract liabilities and contract provisions amounted to £283.6m, £140.7m, and £63.9m (2025: £295.9m, £124.7m and £48.6m) respectively as set out in notes 16, 18 and 19. The Group has considered the nature of the estimates involved in deriving these balances and concluded that it is possible, on the basis of existing knowledge, that outcomes within the next financial year may be different from the Group's assumptions applied as at 30 June 2026 and could require a material adjustment to the carrying amounts of these assets and liabilities in the next financial year. However, due to the level of uncertainty, combination of cost and income variables and timing across the Group's large portfolio of contracts at different stages of their contract life, it is impracticable to provide a quantitative analysis of the aggregated judgements that are applied at a portfolio level.

The Group's five largest unagreed variations and claims positions at the year-end are summarised in aggregate below.

	2026 £m	2025 £m
Overall contract value (including total estimated end of contract variations and claims)	331.1	506.0
Revenue in the year	91.2	170.9
Total estimated end of contract variations and claims	62.8	90.2

These items include estimation uncertainty, with a range of reasonably possible outcomes of £62.8m to £74.8m (2025: £90.2m to £121.3m).

These five positions represent the most significant estimates of revenue. The total estimated end of contract variations and claims of the subsequent five largest positions is £17.0m (2025: £26.9m).

In respect of contract assets of £283.6m (2025: £295.9m) and in assessing receivable provisions calculated on an expected loss basis, the Group has recorded a provision of £nil (2025: £nil).

It is unclear whether the outstanding uncertainties will be resolved within the next 12 months.

(ii) Rectification provision – Infrastructure contract (judgement and estimate)

The Group regularly engages in contracts with general or defect warranty rectification requirements, typically less than three years. Within the pool of open warranty period contracts, the Group built, as part of joint operation with two other partners, a single infrastructure scheme under a contract that included various defect warranty obligations, with the longest obligation lasting up to 12 years. At 30 June 2026, there remained five years (2025: six years) of the longest warranty liability period remaining.

This is the only contract the Group has that has a general defect warranty period of this length. The contractual nature of the defect warranty liability and the completion of the scheme are the obligating events and the Group, as part of the joint operation, has remediated items since completion and has other known issues ongoing that will likely result in future cash outflows, though the timing and quantum remain uncertain. The Group also believes that there will be further unknown but probable cash outflows relating to as yet unknown items as scheduled inspections of various structural elements of the scheme are completed that have a potentially material range of outcomes. Management has applied judgement in assessing whether the criteria for recognising a provision under IAS 37 has been met.

The Group has provided £13.1m (2025: £13.1m) against future defect costs and this represents management's best estimate of potential future payments associated with the warranty rectification responsibilities. The provision requires a limited number of significant estimates and assumptions by management, with a significant level of estimation risk as a result arising from the level of defects and associated cost that may arise. Management estimates the reasonable range of estimates to be between £7.6m and £19.1m (2025: £7.3m and £19.2m) at 30 June 2026. During the year £0.1m and £nil (2025: £0.1m and £1.3m) of the opening provision of £13.1m (2025: £14.6m) was utilised and released respectively, with additions of £0.1m (2025: £nil) made in the year.

Notes to the financial statements continued

1 Accounting policies continued

Management has sought input from external experienced industry figures and industry bodies to support the provision it has made but the outcome will depend on actual experience and defects arising.

(iii) Exceptional items (judgement)

Exceptional items are items of financial performance which the Group believes should be presented separately on the face of the income statement, to assist in understanding the underlying financial performance achieved by the Group. Determining whether an item is exceptional requires judgement. The exceptional items meet the Group's definition of exceptional, being significant irregular income and/or expense, that the Group believes assists the users of the accounts by disclosing separately. There were no exceptional items during the years ended 30 June 2026 and 30 June 2025.

Other accounting estimates

The Consolidated Financial Statements include other areas of accounting estimates that do not meet the definition of significant accounting estimates or accounting judgements under IAS 1. The recognition and measurement of certain material assets and liabilities are based on assumptions and/or are subject to longer-term uncertainties as follows:

(i) PPP and other investments measured at fair value through other comprehensive income (estimate)

At 30 June 2026, £37.2m (2025: £38.6m) of PPP and other investments were classified as financial assets measured at fair value through other comprehensive income. In the operational phase, the fair value of these financial assets is measured at each reporting date by discounting the future value of the cash flows allocated to the financial asset. Individual discount rates have been used which equate to an overall blended discount rate of 8.1% (2025: 7.9%), which reflects the rates typically experienced in the marketplace. A 0.5% increase/reduction in the discount rate would result in a corresponding decrease/increase in the value of the investments recorded in the balance sheet of approximately £1.3m (2025: £1.3m) (note 15).

Material accounting policies

Exceptional items

Exceptional items are significant irregular items of income and/or expense including taxation which the Group believes should be separately disclosed in the income statement, to assist in understanding the underlying financial performance achieved by the Group, by virtue of their nature or size. Examples of items which may give rise to disclosure as exceptional items include gains and losses on the disposal of businesses and property, plant and equipment, significant unanticipated losses on contracts, cost of restructuring and reorganisation of businesses, cost of ERP system implementations, acquisition costs and asset impairments.

Segmental reporting

The Group's reporting segments are based on the types of services provided. Operating segments with similar economic characteristics have been aggregated into reportable segments which reflect the nature of the services provided by the Group. The business segmental reporting reflects the Group's management and internal reporting structure. Segmental results include items directly attributable to the segment, as well as those that can be allocated on a reasonable basis. There has been no change to the segmentation during the year.

Revenue and profit

Revenue is recognised when the Group transfers control of goods or services to customers. Revenue comprises the fair value of the consideration received or receivable net of rebates, discounts and value-added tax. Where consideration is subject to variability, the Group estimates the amount receivable based on the most likely amount. Typically, the main factor that impacts the revenue constraint is the Group's experience with similar modifications and previous negotiations/historical success with the same client. Where there is a limited history of success, the constraint applied is typically greater. This assessment is carried out on a contract specific basis. Revenue recognised is constrained to the amount which is highly probable not to result in a significant reversal in future periods. The Group also assesses whether the costs incurred on a project depict an appropriate measure of progress, and constrain revenue accordingly.

Intercompany revenue is eliminated. Revenue also includes the Group's proportion of work carried out under joint operations.

Where a modification to an existing contract occurs, the Group assesses the nature of the modification and whether it represents a separate performance obligation required to be satisfied or whether it is a modification to the existing performance obligation.

Revenue for the Group's continuing operations is recognised as follows:

Construction services

Revenue comprises the value of construction services transferred to a customer during the period. The results for the period include adjustments for the outcome of contracts, including jointly controlled operations, executed in both the current and preceding years.

Fixed price contracts – substantially all of the revenue recognised is calculated based on total costs incurred as a proportion of total estimated costs to complete (input method), applied to the estimated final value and is recognised over time. The estimated final value includes variations, compensation events and certain claims (contract modifications) where it is highly probable that there will not be a significant reversal. Provision will be made against any expected loss as soon as it is identified. For certain contracts where the value delivered to the customer can be directly observed or measured, the Group recognises revenue over time on the output method. The value is based on payments from customers on a contractual schedule of value that reflects the timing and performance of service delivery (reference to milestone reached, units delivered or work certified).

Cost-reimbursable contracts – revenue is recognised based upon costs incurred to date plus any agreed fee and is recognised over time. Where contracts include a target price, consideration is given to the impact on revenue of the mechanism for distributing any savings or additional costs compared to the target price. Any revenue over and above the target price, which could include variations and compensation events, is recognised once it is highly probable that there will not be a significant reversal in the future.

Facilities management – management services and facilities management contracts typically represent a single performance obligation. Revenue is recognised over time as control passes to the customer and is typically measured on a straight-line basis as this is considered to be a reliable estimate of the pattern of transfer to the customer.

Investments – Development fees and land sales on co-development private rental schemes represent a performance obligation that is recognised at a point in time when control is deemed to pass to the customer (on financial close).

The business additionally provides management services and project manages developments under Management Service Agreements (MSA) or separate development arrangements. Revenue for these services is typically recognised over time as and when the service is delivered to the customer.

Recoveries from claims against third parties

The recognition of expected reimbursements resulting from certain third-party claims such as against the supply chain or through insurance recoveries is accounted for in accordance with IAS 37 Provisions, Contingent Liabilities and Contingent Assets. This requires recovery to be 'virtually certain' before an asset can be recognised.

Government funding

Grants (including research and development expenditure credits) are recognised when there is reasonable assurance that the Group will comply with the conditions attaching to them and the grants will be received. The grants are recognised in the income statement over the periods necessary to match them with the related costs which they are intended to compensate, on a systematic basis.

Finance income and cost

Finance income and cost is recognised on a time proportion basis, using the effective interest method. Finance cost also includes the unwinding of lease liabilities.

1 Accounting policies continued

Income tax

Current income tax is based on the taxable profit for the year. Taxable profit differs from profit before taxation recorded in the income statement because it excludes items of income or expense that are taxable or deductible in other years or that are never taxable or deductible. The liability for current tax is calculated using rates that have been enacted, or substantively enacted, by the balance sheet date.

Deferred income tax is provided using the balance sheet liability method, providing for all temporary differences between the carrying amount of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes, with the exception of the initial recognition of goodwill arising on an acquisition. Deferred tax is measured at the tax rates that are expected to apply in the periods in which the timing differences are expected to reverse, based on rates and laws that have been enacted or substantively enacted by the balance sheet date.

A deferred tax asset is only recognised when it is more likely than not that the asset will be recoverable in the foreseeable future out of taxable profits from which the underlying temporary differences can be deducted.

Deferred income tax is provided on temporary differences arising on investments in subsidiaries and associates, except where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future. Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when there is an intention to settle the balances on a net basis.

Deferred income tax is charged or credited through the income statement, except when it relates to items charged or credited through the statement of comprehensive income or to equity, when it is charged or credited there.

The Group has applied the mandatory exception to recognising and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes.

Goodwill

Goodwill arising on consolidation represents the excess of the fair value of the consideration given over the fair value of the net assets acquired. It is recognised as an asset and reviewed for impairment at least annually or when there is a triggering event, by considering the net present value of future cash flows. For purposes of testing for impairment, the carrying value of goodwill is compared to its recoverable amount, which is the higher of the value in use and the fair value less costs to sell. Any impairment is charged immediately to the income statement.

Goodwill is allocated to Cash Generating Units (CGUs) for the purpose of impairment testing. The allocation is made to those CGUs or groups of CGUs that are expected to benefit from the business combination in which the goodwill arose.

Intangible assets

Intangible assets can include brands, customer contracts and customer relationships acquired on acquisition of subsidiary companies, and computer software developed by the Group. The intangible assets are reviewed for impairment when there is a triggering event. Intangible assets are stated at cost less accumulated amortisation and impairment. Cost is determined at the time of acquisition as being directly attributable costs or, where relevant, by using an appropriate valuation methodology.

Intangible assets are amortised over the following periods:

- (a) Customer contracts and relationships – on a straight-line basis over up to 10 years.
- (b) Computer software – once the software is fully operational, amortisation is on a straight-line basis over up to 10 years.

Property, plant and equipment

All property, plant and equipment are stated at cost less accumulated depreciation and impairment. Cost includes expenditure that is directly attributable to the acquisition of the items. Land and buildings comprise mainly offices.

Depreciation is calculated to write off the cost of each asset to its estimated residual value over its expected useful life. Freehold land is not depreciated. The annual rates of depreciation on cost, applied on a straight-line basis, are as follows:

• Freehold buildings	2%
• Plant and machinery	15% to 33%
• Fixtures and fittings	10% to 33%

In addition to systematic depreciation, the book value of property, plant and equipment is written down to estimated recoverable amounts should any impairment in the respective carrying values be identified. The asset residual values, carrying values and useful lives are reviewed on an annual basis and adjusted if appropriate at each balance sheet date.

Repairs and maintenance expenditure is expensed as incurred, on an accruals basis.

Joint arrangements

The Group applies IFRS 11 to all joint arrangements. Investments in joint arrangements are classified as either joint ventures or joint operations, depending on the contractual rights and obligations of each investor.

A joint venture is an entity over which the Group has joint control and rights to the net assets of the entity. The Group's interest in joint ventures is accounted for using the equity method. Under this method the Group's share of profits or losses after taxation of joint ventures is included in the consolidated income statement and its interest in their net assets is included in investments in the consolidated balance sheet.

A joint operation is a joint arrangement that the Group undertakes with third parties, whereby those parties have rights to the assets and obligations of the arrangement. The Group accounts for joint operations by recognising its share of the results and net assets under each relevant line item in the consolidated income statement and consolidated balance sheet respectively.

PPP and other investments

PPP and other investments are non-derivatives that are either designated in this category or not classified in any of the other categories. They are included in non-current assets unless management intends to dispose of the assets within 12 months of the balance sheet date. On initial recognition, the asset is recognised at cost.

The Group applies equity accounting for its investments in PPP/PFI entities. These investments are treated as associates as the Group has significant influence over them. On initial recognition, the investments in these entities are recognised at cost, and the carrying amounts are increased or decreased to recognise the Group's share of the profit or loss of the PPP/PFI entities after the date of acquisition. The Group's share of the investments' profits or losses is recognised in the profit or loss net of any impairment losses. Distributions received reduce the carrying amount of the investments.

The debt element of the Group's PPP/PFI entities is accounted for under IFRS 9 'Financial Instruments' with fair value movements recorded in other comprehensive income and with recycling of gains and losses through the income statement. Tax is recognised on the movements in other comprehensive income, where we expect the recycling to attract a tax charge/credit to the income statement. This reflects the fact that the Group has a demonstrable track record of investing in PFI assets as part of an overall construction procurement strategy, with a view to churning these investments on a regular basis. Management has reviewed the classification of PPP investments and considers that the business model continues to be hold to collect and sell. The investments therefore continue to be held at fair value through other comprehensive income. Any provision for impairment of PPP is established based on an expected credit loss model (general approach, as detailed under impairment of financial assets). The amount of any loss is recognised in other comprehensive income.

Notes to the financial statements continued

1 Accounting policies continued

Leases

In accordance with IFRS 16, leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the Group, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases for low-value assets. Each lease payment is allocated between the liability and finance cost. The finance cost is charged to profit or loss over the lease term at a constant periodic rate of interest on the remaining balance of the liability. The right-of-use asset is depreciated over the lease term on a straight-line basis, unless the useful life of the asset is shorter than the lease term.

Trade and other receivables

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost, using the effective interest method, less provision for impairment. A provision for impairment of trade receivables is established based on an expected credit loss model (simplified approach, as detailed under impairment of financial assets). The amount of the loss is recognised in the income statement through administrative expenses unless presented separately.

When a trade receivable is uncollectible, it is written off against the impairment provision for trade receivables. Subsequent recoveries of amounts previously written off are credited against costs in the income statement. Short-term trade receivables do not carry any interest and are stated at their amortised cost, as reduced by appropriate allowances for estimated irrecoverable amounts.

Impairment of financial assets

IFRS 9 establishes a model for recognition and measurement of impairment in financial assets. Loans and receivables and contract assets apply the 'Expected Credit Losses' (ECL) model. All other assets are classified and measured at fair value, with movements going through the income statement or other comprehensive income. Expected credit losses are recognised and measured according to one of three approaches – a general approach (12 months ECL), a simplified approach (lifetime ECL) or the 'credit adjusted approach'. The Group has taken the practical expedient to apply a simplified 'provision matrix' for calculating expected losses. The provision matrix is based on an entity's historical default rates over the expected life of the trade receivables and is adjusted, where relevant, for forward-looking estimates. For large one-off balances where there is no historic experience, analysis is completed in respect of a number of reasonably possible scenarios.

Cash and cash equivalents

Cash and cash equivalents are carried in the balance sheet at nominal value. For the purposes of the cash flow statement, cash and cash equivalents comprise cash at bank and in hand, including bank deposits with original maturities of three months or less. Bank overdrafts met the requirement for offsetting in the balance sheet and have been offset with cash and cash equivalents.

Trade and other payables

Trade payables and other payables are recognised initially at fair value and subsequently measured at amortised cost, using the effective interest method.

Provisions for liabilities and charges

Provisions for liabilities and charges are recognised when, as a result of past events, the Group has a present legal or constructive obligation, it is probable that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation, using the pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as an interest expense.

Retirement benefit obligations

For defined contribution schemes operated by the Group, amounts payable are charged to the income statement as they accrue.

Accounting for Employee Share Ownership Plan

Own shares held by the Galliford Try Employee Share Trust (the 'Trust') are included in the Group financial statements as a deduction from retained earnings. The charge made to the income statement for employee share awards and options is based on the fair value of the award at the date of grant, spread over the performance period. Where such shares subsequently vest to the employees under the terms of the Group's share option schemes or are sold, any consideration received is included in equity.

Share-based payments

The Group operates a number of equity-settled, share-based compensation plans. The fair value of the employee services received in exchange for the grant of the options is recognised as an expense over the vesting period. The total amount to be expensed over the vesting period is determined by reference to the fair value of the options granted, excluding the impact of any non-market vesting conditions such as growth in earnings per share. Non-market vesting conditions are included in assumptions about the number of options that are expected to vest.

At each balance sheet date, the Group revises its estimates of the number of options that are expected to vest. It recognises the impact of the revision to original estimates, if any, in the income statement, with a corresponding adjustment to equity.

The proceeds received net of any directly attributable transaction costs are credited to share capital (nominal value) and share premium when the options are exercised. The grant by the Company of options over its equity instruments to the employees of subsidiary undertakings in the Group is treated as an increase in the cost of the investment in subsidiaries.

Dividend

Final dividend distribution to the Company's shareholders is recognised as a liability in the Group's financial statements in the period in which the dividends are approved by the Company's shareholders. Interim dividends are recognised when paid.

Equity instruments

Equity instruments, such as ordinary share capital, issued by the Company are recorded at the proceeds received net of directly attributable incremental issue costs. Consideration paid for shares in the Company held by the Trust is deducted from total equity.

Investments in subsidiaries

The Company's investments in subsidiaries are recorded in the Company's balance sheet at cost less any impairment. The directors review the investments for impairment annually.

2 Segmental reporting

Segmental reporting is presented in the consolidated financial statements in respect of the Group's business segments, which are the primary basis of segmental reporting. The business segmental reporting reflects the Group's management and internal reporting structure. Segmental results include items directly attributable to the segment, as well as those that can be allocated on a reasonable basis. As the Group has no activities outside the UK, segment reporting is not required by geographical region.

The Chief Operating Decision-Makers (CODM) have been identified as the Group's Chief Executive and Chief Financial Officer. The CODM review the Group's internal reporting in order to assess performance and allocate resources. Management has determined the operating segments of the Group to be Building, Infrastructure, Investments and Central (primarily representing central overheads).

The CODM assess the performance of the operating segments based on a measure of adjusted earnings before finance income and costs, amortisation, exceptional items and taxation. This measurement basis excludes the effects of non-recurring expenditure from the operating segments, such as restructuring costs and impairments when the impairment is the result of an isolated, non-recurring event. Interest income and expenditure are included in the result for each operating segment that is reviewed by the CODM. Other information provided to them is measured in a manner consistent with that in the financial statements.

2 Segmental reporting continued

Income statement

Year ended 30 June 2026	Building £m	Infrastructure £m	Investments £m	Central £m	Total £m
Revenue	951.0	971.6	8.5	-	1,931.1
Adjusted operating profit/(loss) (note 31)	33.1	34.3	(2.2)	(15.7)	49.5
Finance income	-	0.2	3.7	6.0	9.9
Finance costs	(1.2)	(1.9)	-	(0.4)	(3.5)
Adjusted profit/(loss) before taxation (note 31)	31.9	32.6	1.5	(10.1)	55.9
Amortisation of intangible assets	-	(0.9)	-	-	(0.9)
Profit before tax	31.9	31.7	1.5	(10.1)	55.0
Income tax charge					(13.8)
Profit for the year					41.2
Year ended 30 June 2025	Building £m	Infrastructure £m	Investments £m	Central £m	Total £m
Revenue	964.7	902.5	8.0	-	1,875.2
Adjusted operating profit/(loss) (note 31)	28.1	27.4	(0.4)	(14.5)	40.6
Finance income	-	0.2	3.6	5.1	8.9
Finance costs	(1.4)	(2.0)	(0.1)	(1.0)	(4.5)
Adjusted profit/(loss) before taxation (note 31)	26.7	25.6	3.1	(10.4)	45.0
Amortisation of intangible assets	-	(0.9)	-	-	(0.9)
Profit before tax	26.7	24.7	3.1	(10.4)	44.1
Income tax charge					(10.5)
Profit for the year					33.6

Inter-segment revenue is eliminated from revenue above. In the year to 30 June 2026, this amounted to £144.6m (2025: £121.1m) for continuing operations, of which £0.1m (2025: £1.6m) was in Building, £65.7m (2025: £73.6m) was in Infrastructure, £55.1m (2025: £24.5m) was in Investments and £23.7m (2025: £21.4m) was in central costs.

Notes to the financial statements continued

2 Segmental reporting continued**Balance sheet**

30 June 2026	Notes	Building £m	Infrastructure £m	Investments £m	Central £m	Total £m
Goodwill and intangible assets		40.0	65.2	-	-	105.2
Net cash	17	106.4	104.6	(6.9)	54.9	259.0
Non reported segmental net liabilities						(229.0)
Net assets						135.2
Total Group liabilities						(721.4)
Total Group assets						856.6

30 June 2025	Notes	Building £m	Infrastructure £m	Investments £m	Central £m	Total £m
Goodwill and intangible assets		40.0	57.0	-	-	97.0
Net cash	17	143.1	115.0	(7.0)	(13.5)	237.6
Non reported segmental net liabilities						(212.5)
Net assets						122.1
Total Group liabilities						(711.5)
Total Group assets						833.6

Other segmental information

Year ended 30 June 2026	Notes	Building £m	Infrastructure £m	Investments £m	Central £m	Total £m
Contracting revenue		951.0	971.6	-	-	1,922.6
Total depreciation	12 & 13	8.6	14.7	0.4	0.9	24.6
Share-based payments	24	0.3	0.5	0.6	2.8	4.2
Amortisation of intangible assets	10	-	0.9	-	-	0.9

Year ended 30 June 2025	Notes	Building £m	Infrastructure £m	Investments £m	Central £m	Total £m
Contracting revenue		964.7	902.5	-	-	1,867.2
Total depreciation	12 & 13	9.0	13.3	0.3	0.9	23.5
Share-based payments	24	0.8	0.6	0.4	1.6	3.4
Amortisation of intangible assets	10	-	0.9	-	-	0.9

3 Revenue

Nature of revenue streams

(i) Building and Infrastructure segments

Our Construction business operates nationwide, working with clients predominantly in the public and regulated sectors. Projects include the construction of assets (with services including design and build, construction only and refurbishment) in addition to the maintenance, renewal, upgrading and managing of services across utility and infrastructure assets.

Revenue stream	Nature, timing of satisfaction of performance obligations and significant payment terms
Fixed price	A number of projects within these segments are undertaken using fixed-price contracts. Contracts are typically accounted for as a single performance obligation; even when a contract (or multiple combined contracts) includes both design and build elements, they are considered to form a single performance obligation as the two elements are not distinct in the context of the contract given that each is highly interdependent on the other. The Group typically receives payments from the customer based on a contractual schedule of value that reflects the timing and performance of service delivery. Revenue is recognised over time (the period of construction) based on an input model (reference to costs incurred to date). The Group also recognises revenue over time on the output method based on payments from customers on a contractual schedule of value that reflects the timing and performance of service delivery (reference to milestone reached, units delivered or work certified). Uncertified amounts are presented as contract assets. No significant financing component typically exists in these contracts.
Cost-reimbursable	A number of projects within these segments are undertaken using cost-reimbursable/target-price (possibly with a pain/gain share mechanism) contracts. These projects are often delivered under frameworks. Individual performance obligations under the framework are normally determined at a project level, however, projects are combined where appropriate. Where projects are combined, the Group constrains revenue and calculates any pain/gain mechanism at the combined level. The Group typically receives payments from the customer based on actual costs incurred. Revenue is therefore recognised over time (the period of construction) based on an input model (reference to costs incurred to date). Uncertified amounts are presented as contract assets. No significant financing component typically exists in these contracts.
Facilities management*	Contracts undertaken within the Building segment that provide full life-cycle solutions to clients, are accounted for as a single performance obligation, with revenue recognised over time and typically on a straight-line basis.

* Facilities management represents around 5% of the total Building segment turnover.

(ii) Investments segment

Our Investments business specialises in managing construction through to operations for major building projects through public private partnerships and co-development opportunities. The business leads bid consortia and arranges finance, as well as making debt and equity investments (which are recycled).

Revenue stream	Nature, timing of satisfaction of performance obligations and significant payment terms
Investments	The Group has investments in a number of Public-Private Partnerships (PPP) Special Purpose Vehicles (SPVs), delivering major building and infrastructure projects. Development fees and land sales on co-development private rental schemes represent a performance obligation that is recognised at a point in time when control is deemed to pass to the customer (on financial close). The business additionally provides management services and project manages developments under Management Service Agreements (MSA) or separate development arrangements. Revenue for these services is typically recognised over time as and when the service is delivered to the customer.

Notes to the financial statements continued

3 Revenue continued

Disaggregation of revenue

The Group considers the split of revenue by operating segment to be the most appropriate disaggregation. All revenue in the year has been derived from performance obligations settled over time (2025: all revenue over time).

Revenue on existing contracts, where performance obligations are unsatisfied or partially unsatisfied at the balance sheet date, is expected to be recognised as follows:

Revenue – year ended 30 June 2026	2027 £m	2028 £m	2029 onwards £m	Total £m
Building	723.3	218.4	57.6	999.3
Infrastructure	629.1	237.3	34.5	900.9
Total Construction	1,352.4	455.7	92.1	1,900.2
Investments	2.7	2.3	23.6	28.6
Total transaction price allocated to performance obligations yet to be satisfied	1,355.1	458.0	115.7	1,928.8

Revenue – year ended 30 June 2025	2026 £m	2027 £m	2028 onwards £m	Total £m
Building	736.6	180.1	56.4	973.1
Infrastructure	500.3	176.3	52.4	729.0
Total Construction	1,236.9	356.4	108.8	1,702.1
Investments	3.1	2.7	24.4	30.2
Total transaction price allocated to performance obligations yet to be satisfied	1,240.0	359.1	133.2	1,732.3

Any element of variable consideration is estimated at a value that is highly probable not to result in a significant reversal in the cumulative revenue recognised.

4 Employees and directors

Employee benefit expense during the year

	Notes	Group		Company	
		2026 £m	2025 ¹ £m	2026 £m	2025 £m
Wages and salaries		280.6	258.3	–	–
Social security costs		36.9	30.2	–	–
Other pension costs		33.7	29.0	–	–
Share-based payments	24	4.2	3.4	–	–
Total		355.4	320.9	–	–

1 During the current year it was identified that certain comparative employee expenses had been reported based on cash payments rather than the value of services provided. Comparative information has been restated accordingly. The adjustment had no impact on profit or cash flows.

All employees are entitled to join the Galliford Try Pension Scheme, a defined contribution scheme established as a stakeholder plan, with a Company contribution based on a scale dependent on the employee's age and the amount they choose to contribute. Since 1 July 2013, all non-participating and newly employed staff have been auto-enrolled into the separate stakeholder plan and are entitled to increase their contribution rates in line with existing members. Since 1 April 2009, the Group has operated a pension salary sacrifice scheme, which means that all employee pension contributions are paid as employer contributions on their behalf.

All pension costs in the current and prior years were in respect of the Group's defined contribution schemes. Of the total charge, £17.4m (2025: £16.0m) and £16.3m (2025: £13.0m) were included, respectively, within cost of sales and administrative expenses.

4 Employees and directors continued

Average monthly number of people (including Executive and Non-executive Directors) employed

	Group		Company	
	2026 Number	2025 Number	2026 Number	2025 Number
By business:				
– Building	1,369	1,358	–	–
– Infrastructure	2,736	2,680	–	–
Construction	4,105	4,038	–	–
Investments	60	58	–	–
Central	201	200	6	6
Total	4,366	4,296	6	6

Remuneration of key management personnel

The key management personnel comprise the Executive Board and Non-executive Directors. The remuneration of the key management personnel of the Group is set out below in aggregate for each of the categories specified in IAS 24, Related Party Disclosures. Further information about the remuneration of individual directors, including any interests in the Company's shares, is provided in the audited part of the Directors' Remuneration report.

	2026 £m	2025 £m
Salaries and short-term employee benefits	6.1	4.7
Retirement benefit costs	0.3	0.3
Share-based payments	3.1	2.1
Total	9.5	7.1

5 Net finance income

Group	2026 £m	2025 £m
Finance income on bank deposits	6.1	5.2
Finance income from PPP investments and joint ventures	3.8	3.7
Finance income	9.9	8.9
Finance costs on lease liabilities	(3.3)	(3.5)
Other finance costs	(0.2)	(1.0)
Finance costs	(3.5)	(4.5)
Net finance income	6.4	4.4

6 Profit before income tax

The following items have been included in arriving at profit before income tax:

	Notes	2026 £m	2025 £m
Employee benefit expense	4	355.4	320.9
Total depreciation	12 & 13	24.6	23.5
Amortisation and impairment of intangible assets	10	0.9	0.9
Repairs and maintenance expenditure on property, plant and equipment		1.5	1.5

In addition to the above, the Group incurs other costs classified as cost of sales relating to labour, materials and subcontractors' costs.

Notes to the financial statements continued

6 Profit before income tax continued

Services provided by the Group's auditor and network firms

During the year, the Group obtained the following services from the Group's auditor at costs as detailed below:

	2026 £m	2025 £m
Fees payable to the Company's auditor for the audit of Parent Company and consolidated financial statements	0.2	0.2
Fees payable to the Company's auditor for other services:		
The audit of financial statements of the Company's subsidiaries	1.9	2.2
Audit-related assurance services	0.1	0.1
Total other services	2.0	2.3
Total	2.2	2.5

The audit of financial statements of the Company's subsidiaries for 2025 includes an amount in respect of additional costs related to the 2024 audit. A description of the work of the Audit Committee in respect of the auditor's independence is set out in the Governance report.

7 Income tax charge

Group	Notes	2026 £m	2025 £m
Analysis of expense in year			
Current year's income tax			
Current tax		7.3	4.6
Deferred tax	21	6.4	6.2
Adjustments in respect of prior years			
Current tax		0.5	–
Deferred tax	21	(0.4)	(0.3)
Income tax expense		13.8	10.5
Tax on items recognised in other comprehensive income			
Tax recognised in other comprehensive income		–	–
Total tax expense		13.8	10.5

The total income tax charge for the year of £13.8m (2025: £10.5m) is in line with (2025: lower than) the expected charge based on the standard rate of corporation tax in the UK of 25.0% (2025: 25.0%). The differences are explained below:

	2026 £m	2025 £m
Profit before income tax	55.0	44.1
Profit before income tax multiplied by the standard corporation tax rate in the UK of 25.0% (2025: 25.0%)	13.8	11.0
Effects of:		
Expenses not deductible for tax purposes	0.2	–
Non-taxable income	(0.1)	(0.2)
Adjustments in respect of prior years	0.1	(0.3)
Other	(0.2)	–
Income tax expense	13.8	10.5

The Group is within the scope of OECD Pillar Two rules. The rules are designed to ensure a minimum effective tax rate of 15% across each country of operation.

The rules were enacted into UK law in July 2023 and were effective from 1 July 2024 to the Group. Due to the Group trading only in the UK, there was no significant impact as a result of the implementation of the rules, however the Group continues to review any potential implications with advisers.

8 Dividends

	2026		2025	
	£m	pence per share	£m	pence per share
Group and Company				
Previous year final	13.8	13.5	11.9	11.5
Current year interim	6.5	6.5	5.6	5.5
Dividend recognised in the year	20.3	20.0	17.5	17.0

The following dividends were declared by the Company in respect of each accounting period presented:

	2026		2025	
	£m	pence per share	£m	pence per share
Interim	6.5	6.5	5.6	5.5
Final	17.1	17.0	13.8	13.5
Dividend relating to the year	23.6	23.5	19.4	19.0

The directors are proposing a final dividend in respect of the financial year ended 30 June 2026 of 17.0 pence per share (2025: 13.5 pence per share), bringing the total dividend in respect of 2026 to 23.5 pence per share (2025: 19.0p pence per share). The final dividend will absorb approximately £17.1m (2025: £13.8m) of equity. Subject to shareholders' approval at the AGM to be held on 12 November 2026, the dividend will be paid on 4 December 2026 to shareholders who are on the register of members at the close of business on 6 November 2026.

9 Earnings per share

Basic and diluted earnings per share (EPS)

Basic EPS is calculated by dividing the earnings attributable to ordinary shareholders by the weighted average number of ordinary shares outstanding during the year, excluding those held by the Trust, which are treated as cancelled.

Under normal circumstances, the average number of shares is diluted by reference to the average number of potential ordinary shares held under option in the year. The dilutive effect amounts to the number of ordinary shares which would be purchased using the aggregate difference in value between the market value of shares and the share option price. Only shares that have met their cumulative performance criteria are included in the dilution calculation. The Group has two classes of potentially dilutive ordinary shares: those share options granted to employees where the exercise price is less than the average market price of the Company's ordinary shares during the year, and the contingently issuable shares under the Group's long-term incentive plans. A loss per share cannot be reduced through dilution, hence this dilution is only applied where the Group has reported a profit.

The earnings and weighted average number of shares used in the calculations are set out below.

	2026			2025		
	Earnings £m	Weighted average number of shares	Per share amount pence	Earnings £m	Weighted average number of shares	Per share amount pence
Basic EPS						
Earnings attributable to ordinary shareholders	41.2	98,876,195	41.7	33.6	99,627,362	33.7
Basic EPS – Adjusted (note 31)¹						
Adjusted earnings attributable to ordinary shareholders	41.9	98,876,195	42.4	34.3	99,627,362	34.4
Effect of dilutive securities:						
Options	n/a	4,392,345	n/a	n/a	4,668,120	n/a
Diluted EPS	41.2	103,268,540	39.9	33.6	104,295,482	32.2
Diluted EPS – Adjusted (note 31)¹	41.9	103,268,540	40.6	34.3	104,295,482	32.9

1 Adjusted EPS – The adjusted measure excludes the amortisation of acquired intangible assets. Refer to note 31 for further details.

Notes to the financial statements continued

10 Intangible assets

Group	Notes	Customer contracts and relationships £m	Computer software £m	Total £m
Cost				
At 1 July 2024		18.7	11.5	30.2
Disposals		–	(10.9)	(10.9)
At 30 June 2025		18.7	0.6	19.3
Additions	29	1.0	–	1.0
At 30 June 2026		19.7	0.6	20.3
Accumulated amortisation and impairment loss				
At 1 July 2024		(14.4)	(11.5)	(25.9)
Amortisation in year		(0.9)	–	(0.9)
Disposals		–	10.9	10.9
At 30 June 2025		(15.3)	(0.6)	(15.9)
Amortisation in year		(0.9)	–	(0.9)
At 30 June 2026		(16.2)	(0.6)	(16.8)
Net book amount				
At 30 June 2026		3.5	–	3.5
At 30 June 2025		3.4	–	3.4
At 30 June 2024		4.3	–	4.3

All amortisation charges in the year have been included in administrative expenses. Computer software relates to the Group's reporting systems.

The remaining period of amortisation on customer contracts and relationships ranges between two and six years.

11 Goodwill

Group	Notes	£m
Cost		
At 1 July 2024 and 30 June 2025		93.6
Additions	29	8.1
At 30 June 2026		101.7
Accumulated impairment loss		
At 1 July 2024, 30 June 2025 and 30 June 2026		–
Net book amount		
At 30 June 2026		101.7
At 30 June 2025		93.6
At 30 June 2024		93.6
Goodwill is allocated to the Group's CGUs identified according to business segment. The goodwill is attributable to the following business segments:		
	2026 £m	2025 £m
Building	40.0	40.0
Infrastructure	61.7	53.6
	101.7	93.6

11 Goodwill continued

Impairment review of goodwill and key assumptions

Goodwill is tested for impairment at least annually. The recoverable amount of a CGU is determined based on value in use calculations. These calculations use pre-tax cash flow projections based on future financial budgets approved by the Board, based on past performance and its expectation of market developments. The key assumptions within these budgets relate to revenue and the future profit margin achievable, in line with our strategy and targets as set out in the Strategic report. Future budgeted revenue is based on management's knowledge of actual results from prior years and latest forecasts for the current year, along with the existing secured works and management's expectation of the future level of work available within the market sector. In establishing future profit margins, the margins currently being achieved are considered in conjunction with expected inflation rates in each revenue and cost category. In Building and Infrastructure, the margins currently being achieved are expected to increase in line with the strategy set out in the Strategic report.

Cash is monitored on a daily, weekly and monthly basis for the purposes of managing both treasury and the business as a whole. Details of the Group's treasury management are included within the Financial review in the Strategic report of the Annual Report. The assumptions used are reviewed regularly and differences between forecast and actual results are closely monitored, with variances being investigated fully. The knowledge gained from this past experience is used to ensure that the future assumptions used are consistent with past actual outcomes and are management's best estimate of the future cash flows of each business unit.

Cash flows beyond the budgeted three-year period are extrapolated using an estimated growth rate within each segment. The growth rate used is the Group's estimate of the average long-term growth rate for the market sectors in which the CGU operates. Furthermore, sensitivity analysis has been undertaken on each goodwill impairment review, by changing the discount rates, profit margins, growth rates and other variables applicable to each CGU, and the results are noted below.

The pre-tax discount rates for each CGU are noted below.

Building CGU

A pre-tax discount rate of 12.8% (2025: 13.2%) in Building has been applied to the future cash flows, based on an estimate of the weighted average cost of capital (WACC) of that division.

A long-term growth rate of 2.0% (2025: 2.0%) per annum has been applied to the budgeted cash flows (reflecting the Board-approved budget operating margins and working capital cash flows) into perpetuity and these assumptions result in the recoverable value of this CGU being significantly in excess of the carrying value of the CGU assets.

The Building CGU is not sensitive to changes in key assumptions and management does not consider that any reasonable possible change in any single assumption or combination of reasonable possible changes in assumptions would give rise to an impairment of the carrying value of goodwill and intangibles.

Infrastructure CGU

A pre-tax discount rate of 12.8% (2025: 13.1%) in Infrastructure has been applied to the future cash flows, based on an estimate of the weighted average cost of capital of that division.

A long-term growth rate of 2.0% (2025: 2.0%) per annum has been applied to the budgeted cash flows (reflecting the Board-approved budget operating margins and working capital cashflows) into perpetuity and these assumptions result in the recoverable value of this CGU being significantly in excess of the carrying value of the CGU assets.

The Infrastructure CGU is not sensitive to changes in key assumptions and management does not consider that any reasonable possible change in any single assumption or combination of reasonable possible changes in assumptions would give rise to an impairment of the carrying value of goodwill and intangibles.

Notes to the financial statements continued

12 Property, plant and equipment

Group	Land and buildings £m	Plant and machinery £m	Fixtures and fittings £m	Total £m
Cost				
At 1 July 2024	3.3	1.4	4.8	9.5
Additions	1.4	0.1	0.9	2.4
Disposals	–	–	(1.1)	(1.1)
At 30 June 2025	4.7	1.5	4.6	10.8
Additions	0.9	0.8	0.1	1.8
Disposals	–	–	(0.8)	(0.8)
At 30 June 2026	5.6	2.3	3.9	11.8
Accumulated depreciation				
At 1 July 2024	(1.0)	(0.2)	(3.0)	(4.2)
Charge for the year	(0.4)	(0.5)	(0.8)	(1.7)
Disposals	–	–	1.1	1.1
At 30 June 2025	(1.4)	(0.7)	(2.7)	(4.8)
Charge for the year	(0.4)	(0.3)	(0.7)	(1.4)
Disposals	–	–	0.8	0.8
At 30 June 2026	(1.8)	(1.0)	(2.6)	(5.4)
Net book amount				
At 30 June 2026	3.8	1.3	1.3	6.4
At 30 June 2025	3.3	0.8	1.9	6.0
At 30 June 2024	2.3	1.2	1.8	5.3

There has been no impairment of property, plant and equipment during the year (2025: £nil).

The Company has no property, plant or equipment.

13 Leases

This note provides information for leases where the Group is a lessee.

The Company holds no leases.

Right-of-use assets

	Land and buildings £m	Plant and machinery £m	Motor vehicles £m	Total £m
Cost				
At 30 June 2025	19.1	16.0	56.6	91.7
At 30 June 2026	18.4	13.1	61.9	93.4
Accumulated depreciation				
At 30 June 2025	(6.7)	(8.4)	(25.5)	(40.6)
At 30 June 2026	(8.5)	(6.1)	(33.5)	(48.1)
Net book amount				
At 30 June 2026	9.9	7.0	28.4	45.3
At 30 June 2025	12.4	7.6	31.1	51.1

Additions to the right-of-use assets during the 2026 financial year were £17.3m (2025: £23.9m).

13 Leases continued

Lease liabilities

	2026 £m	2025 £m
Current	22.5	22.7
Non-current	25.3	31.1
Total lease liabilities	47.8	53.8

Movement in Lease liabilities from financing activities

	Opening balance £m	Financing cash flows £m	New leases £m	Interest expense £m	Interest payments (presented as operating cash flows) £m	Closing balance £m
2025	53.0	(21.2)	22.0	3.5	(3.5)	53.8
2026	53.8	(23.3)	17.3	3.3	(3.3)	47.8

The consolidated income statement shows the following amounts relating to leases for continuing operations:

	2026 £m	2025 £m
Depreciation of right-of-use assets:		
– Land and buildings	2.7	2.5
– Plant and machinery	5.3	5.7
– Motor vehicles	15.2	13.6
Interest expense (included in finance cost)	3.3	3.5
Expense relating to short-term leases (included in cost of sales and administrative expenses)	20.4	16.8
Expense relating to leases of low-value assets that are not shown above as short-term leases (included in administrative expenses)	2.3	1.2
Total expenses	49.2	43.3

The total cash outflow for leases in the year to 30 June 2026 was £26.6m, of which £3.3m was included in net interest expense – note 5 (2025: £24.7m and £3.5m respectively).

Maturity of contractual undiscounted future lease payments:

	Land and buildings £m	Plant and machinery £m	Motor vehicles £m	Total £m
As at 30 June 2026				
Less than 1 year	2.8	3.3	16.4	22.5
Between 1 and 5 years	7.0	4.4	16.5	27.9
More than 5 years	5.7	–	–	5.7
Total	15.5	7.7	32.9	56.1
As at 30 June 2025				
Less than 1 year	3.1	4.6	15.0	22.7
Between 1 and 5 years	8.1	3.6	21.2	32.9
More than 5 years	6.9	0.1	–	7.0
Total	18.1	8.3	36.2	62.6

Notes to the financial statements continued

14 Investments in subsidiaries

Company	2026 £m	2025 £m
Cost		
At 1 July	189.7	189.2
Additions	0.6	0.5
At 30 June	190.3	189.7
Aggregate impairment		
At 1 July	-	-
At 30 June	-	-
Net book value		
At 30 June	190.3	189.7

The carrying value of investments was reviewed and no impairment indicator was identified.

The subsidiary undertakings that principally affected profits and net assets of the Group were:

- ➔ Galliford Try Construction Limited
- ➔ Galliford Try Infrastructure Limited¹
- ➔ Galliford Try Investments Limited
- ➔ Galliford Try Facilities Management Limited
- ➔ Galliford Try Services Limited
- ➔ Galliford Try Limited²

1 Incorporated in Scotland.

2 Shares owned directly by the Company.

Unless otherwise stated, each subsidiary has a 30 June year-end, operates as a construction company, is incorporated in England & Wales and 100% of ordinary shares and voting rights are held by the Group. Galliford Try Services Limited operates as central administration company to the Group.

A full list of the Group's undertakings is set out in note 32.

15 PPP and other investments

Group	2026 £m	2025 £m
At 1 July	38.6	41.8
Disposals and subordinated loan repayments	(1.0)	(1.3)
Movement in fair value	(0.4)	(1.9)
At 30 June	37.2	38.6

These comprise debt and equity investments in PPP/PFI investments (joint ventures and associates) over which the Group has significant influence.

Debt investments at fair value through OCI

The debt element of the investments represents over 99% of the total portfolio balance and is held at fair value. The fair value reflects a blended discount rate of 8.1% (2025: 7.9%). A 0.5% increase/reduction in the discount rate would result in a corresponding decrease/increase in the value of the investments recorded in the balance sheet of approximately £1.3m (2025: £1.3m).

No material financial assets are past their due dates (2025: £nil), and the directors expect an average maturity profile in excess of 10 years. Further disclosures relating to financial assets are set out in note 22.

The expected credit loss (ECL) was assessed to be minimal and accordingly no ECL recognised.

During the year, there were no additions (2025: £nil) to the Group's PPP/PFI investments and subordinated loans of £1.0m (2025: £1.3m) were repaid. Of the total fair value movement in the year of £0.4m (2025: £1.9m), all of it relates to the movement in the fair value of the PPP/PFI investments (2025: £1.9m) and has been recorded through other comprehensive income.

The Group has commitments of £nil (2025: £nil) to provide further subordinated debt to its investments.

15 PPP and other investments continued

Equity accounted investments

The Group applies equity accounting to the equity element of its PPP/PFI investments. As the predominant value to the Group is within the debt element, £nil (2025: £nil) has been recognised through equity accounting. The joint ventures and associates have non-profit distribution agreements or restrictions on timing and quantum of distributions being made.

The material joint ventures (due to their shareholding and/or issuing listed debt) are disclosed within this note. The net assets disclosed in the income statement and balance sheet extracts below are not recognised as part of the investment in joint ventures. The information disclosed reflects the amounts presented in the financial statements or management accounts of the relevant joint ventures and associates and not the Group's share of those amounts.

The Group has an investment in Space Scotland Limited which it considers to be a material joint venture by virtue of the companies it is a shareholder of. Space Scotland Limited holds the Group's investments in several of the PPP/PFI entities to which this note relates. The individual entities are not considered to be material to the Group. The income statement and balance sheets for Space Scotland Limited is £nil (2025: £nil).

	Aberdeen Roads (Finance) Plc		Aberdeen Roads Limited ¹	
	2026 £m	2025 £m	2026 £m	2025 £m
Income statement – extracts				
Revenue ²	–	–	(1.2)	(2.1)
Depreciation and amortisation	–	–	–	–
Finance income	21.6	22.4	28.0	29.0
Finance expense	(21.6)	(22.4)	(21.6)	(22.4)
Income tax expense	–	–	–	–
Profit (100%)	–	–	–	–
Other comprehensive expense	(0.4)	(1.2)	–	–
Total comprehensive expense (100%)	(0.4)	(1.2)	–	–
Group's share of profit and total comprehensive expense	(0.1)	(0.4)	–	–
Dividends received by the Group during the year	–	–	–	–
Balance sheet – extracts				
Cash and cash equivalents	0.4	0.7	29.8	28.7
Other current assets	–	–	5.3	4.8
Current assets	0.4	0.7	35.1	33.5
Non-current assets	478.9	496.2	490.5	505.9
Current external borrowings – bank/listed bonds	(18.7)	(19.1)	–	–
Other current liabilities	(2.9)	(3.1)	(47.2)	(43.7)
Current liabilities	(21.6)	(22.2)	(47.2)	(43.7)
Non-current external borrowings – bank/listed bonds	(416.1)	(430.6)	–	–
Other non-current liabilities	(40.7)	(42.9)	(478.4)	(495.7)
Non-current liabilities	(456.8)	(473.5)	(478.4)	(495.7)
Net assets (100%)	0.9	1.2	–	–

1 Material due to their shareholding and/or issuing listed debt.

2 Revenue includes a deduction for the non-profit distribution model (NPD) surplus.

The Group's share of PPP and other investments' external bank funding was £208.1m at 30 June 2026 (2025: £221.1m). The Group's share of these entities' other external funding consists of £63.5m (2025: £64.1m) of listed bonds. These balances are non-recourse to the Group.

Details of related party transactions with joint ventures and associates are given in note 28. The Group's shareholding in each joint venture and associate can be seen in note 32.

Notes to the financial statements continued

16 Trade and other receivables

	Notes	Group	
		2026 £m	2025 £m
Current assets:			
Trade receivables		72.0	47.2
Less: provision for impairment of receivables		(0.4)	(0.4)
Trade receivables – net		71.6	46.8
Contract assets	20	283.6	295.9
Amounts due from joint ventures and associates		1.8	6.9
Research and development expenditure credits		5.3	5.1
Other receivables		14.5	9.9
Prepayments		21.9	24.0
		398.7	388.6

The Company has no trade and other receivables (2025: £nil).

Retentions will be collected in the normal operating cycle of the Group and are therefore shown as a current asset. It is expected that £42.9m (2025: £47.8m) will be collected within 12 months from the balance sheet date.

The Group has no significant capitalised contract costs.

There have been no movements in the Group's provision for impairment of trade receivables.

Provisions for impaired receivables have been included in administrative expenses in the income statement. Amounts charged to the impairment provision are generally written off when there is no expectation of recovering additional cash.

The other classes within trade and other receivables do not contain impaired assets.

The maximum exposure to credit risk at the reporting date is the book value of each class of receivable mentioned above, along with the Group's cash and cash equivalents. The Group does not hold any collateral as security.

Management believes that the concentration of credit risk with respect to trade receivables is limited, due to the Group's customer base being large, unrelated and predominantly within the public and regulated sectors.

As of 30 June 2026, trade receivables of £12.5m (2025: £12.2m) were past due but not impaired. These relate to a number of independent customers for whom there is no recent history of default and there are no indications that they will not meet their payment obligations in respect of the trade receivables recognised in the balance sheet that are past due and unprovided. The ageing analysis of these trade receivables is as follows:

	2026 £m	2025 £m
Number of days past due date		
Less than 30 days	6.2	5.1
Between 30 and 60 days	1.4	3.7
Between 60 and 90 days	0.7	0.7
Between 90 and 120 days	2.3	0.7
Greater than 120 days	1.9	2.0
	12.5	12.2

As of 30 June 2026, trade receivables were considered for impairment based on management's judgement and review of the trade receivables listings. The amount provided for these balances was £0.4m (2025: £0.4m). The allocation of the provision is as follows:

	2026 £m	2025 £m
Number of days past due date:		
Greater than 120 days	0.4	0.4
	0.4	0.4

17 Cash and cash equivalents

	Group		Company	
	2026 £m	2025 £m	2026 £m	2025 £m
Cash at bank and in hand and per the statement of cash flows	259.0	237.6	116.0	113.5

Cash at bank above includes £27.8m (2025: £23.0m), being the Group's share of cash held by jointly controlled operations. The Group has no bank borrowings or loans.

Net cash excludes IFRS 16 lease liabilities (note 13).

Cash and cash equivalents and bank overdrafts are presented on a net (offset) basis. In 2016, the IFRS Interpretations Committee released an update in respect of IAS 32 'Financial instruments: presentation' specifically in relation to offsetting and cash pooling. This clarified that in order to offset bank account balances, an entity must have both a legally enforceable right and an intention to do so. The Group's bank arrangements and facilities with both HSBC Bank plc and Barclays Bank plc provide the legally enforceable right to offset and the Group demonstrated its intention to offset by formally sweeping the balances within each bank. Consequently, the balances have been offset in the financial statements.

18 Trade and other payables

	Notes	Group	
		2026 £m	2025 £m
Trade payables		77.3	124.9
Contract liabilities	20	140.7	124.7
Other taxation and social security payable		50.0	48.1
Other payables		3.5	2.8
Accruals		338.1	308.6
		609.6	609.1

The Company has no trade and other payables (2025: none).

All payables are unsecured. Retentions will be paid in the normal operating cycle of the Group and are therefore shown as a current liability.

The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant.

19 Provisions for other liabilities and charges

Group	Onerous contracts £m	Rectification £m	Total £m
At 1 July 2024	(1.5)	(34.7)	(36.2)
Utilised	0.5	11.4	11.9
Released	–	1.3	1.3
Additions	–	(25.6)	(25.6)
At 30 June 2025	(1.0)	(47.6)	(48.6)
Utilised	0.6	2.5	3.1
Released	0.2	12.0	12.2
Additions	(2.7)	(27.9)	(30.6)
At 30 June 2026	(2.9)	(61.0)	(63.9)

Onerous contract provisions are made on loss-making contracts the Group is obliged to complete.

Rectification provisions are made for potential claims and defects for remedial works against work completed by the Group, and include provisions for dilapidations on premises the Group occupies.

As at 30 June 2026 £13.1m (2025: £13.1m) of provision related to one contract. Further details are provided in the critical accounting estimates and judgements. The remaining balance of the provision relates to a number of immaterial balances. Due to the level of uncertainty, combination of cost and income variables and timing across the remaining portfolio of contracts, it is impracticable to provide a quantitative analysis of the aggregated judgements that are applied at a portfolio level and therefore management has not given a range of expected outcomes.

Due to the nature of the provisions, the timing of any potential future outflows is uncertain, however they are expected to be utilised within the Group's normal operating cycle, and accordingly are classified as current liabilities. Of the total provisions, £51.9m (2025: £36.0m) is likely to be utilised within 12 months, with the remainder utilised in more than 12 months. The impact of discounting is not material.

The Group regularly engages in contracts with general or defect warranty rectification requirements, typically less than three years. Within the pool of open warranty period contracts, the Group built, as part of a joint operation with two other partners, a single infrastructure scheme under a contract that included various defect warranty obligations, with the longest obligation lasting up to 12 years.

Notes to the financial statements continued

19 Provisions for other liabilities and charges continued

At 30 June 2026, there remained five years (2025: six years) of the longest warranty liability period remaining. This is the only contract the Group has that has a general defect warranty period of this length. The contractual nature of the defect warranty liability and the completion of the scheme are the obligating events and the Group, as part of the joint operation, has remediated items since completion and has other known issues ongoing that will likely result in future cash outflows, though the timing and quantum remain uncertain.

The Group also believes that there will be further unknown but probable cash outflows relating to as yet unknown items as scheduled inspections of various structural elements of the scheme are completed that have a potentially material range of outcomes. The Group has provided £13.1m (2025: £13.1m) against future defect costs and this represents management's best estimate of potential future payments associated with the warranty rectification responsibilities. The provision requires a limited number of significant estimates and assumptions by management, with a significant level of estimation risk as a result arising from the level of defects and associated cost that may arise.

Management estimates the reasonable range of estimates to be between £7.6m and £19.1m at 30 June 2026 (2025: between £7.3m and £19.2m). During the year £0.1m and £nil (2025: £0.1m and £1.3m) of the opening provision of £13.1m (2025: £14.6m) was utilised and released respectively, with additions of £0.1m (2025: £nil) made in the year. Management has sought input from external experienced industry figures and industry bodies to support the provision it has made.

The Company does not hold any provisions.

20 Contract balances

Contract assets and liabilities are included within 'trade and other receivables' and 'trade and other payables' respectively on the face of the balance sheet. Where there is a corresponding contract asset and liability in relation to the same contract, the balance shown is the net position. The timing of work performed (and thus revenue recognised), billing profiles and cash collection results in trade receivables (amounts certified to date and unpaid), contract assets (uncertified amounts where revenue has been recognised) and contract liabilities (customer advances and deposits where no corresponding work has yet been performed), being recognised on the Group's balance sheet.

The reconciliation of the Group opening to closing contract balances is shown below:

	2026		2025	
	Contract asset £m	Contract liability £m	Contract asset £m	Contract liability £m
At 1 July	295.9	(124.7)	290.5	(131.3)
Revenue recognised in the year	1,884.1	47.0	1,819.5	55.7
Net cash received in advance of performance obligations being fully satisfied	–	(63.0)	–	(49.1)
Transfers in the year from contract assets to trade receivables	(1,896.4)	–	(1,814.1)	–
30 June	283.6	(140.7)	295.9	(124.7)

Revenue allocated to performance obligations that are unsatisfied at 30 June, is expected to be recognised as disclosed in note 3.

The Company has no contract balances (2025: none).

The amount of revenue recognised in the year from performance obligations satisfied in previous periods amounts to £5.9m (2025: £4.0m).

21 Deferred income tax

Deferred income tax is calculated in full on temporary differences under the liability method and is measured at the average tax rates that are expected to apply in the periods in which the timing differences are expected to reverse.

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current income tax assets against current income tax liabilities. The net deferred tax position at 30 June was:

	Group	
	2026 £m	2025 £m
Deferred income tax assets	5.9	11.6
Deferred income tax liabilities	(1.1)	(0.6)
Net deferred income tax	4.8	11.0

21 Deferred income tax continued

The movement for the year in the net deferred income tax account is as shown below:

	Group	
	2026 £m	2025 £m
At 1 July	11.0	17.9
Current year's deferred income tax – expense taken to income statement	(6.4)	(6.2)
Current year's deferred income tax – credit taken to equity	0.1	1.2
Adjustment in respect of prior years – credit taken to income statement	0.4	0.3
Transfer to current tax assets	–	(2.2)
Acquisition of subsidiaries	(0.3)	–
At 30 June	4.8	11.0

All remaining material tax losses have now been recognised.

Movements in deferred income tax assets and liabilities during the year are shown below:

The Company has a deferred tax asset of £0.8m relating to timing differences on share-based payments (2025: £0.7m).

Deferred income tax assets

Group	Share-based payments £m	Tax losses £m	Other ¹ £m	Total £m
At 1 July 2024	1.1	14.8	2.6	18.5
Credit/(expense) in respect of current year taken to income statement	0.1	(5.9)	(0.4)	(6.2)
Credit/(expense) in respect of prior years taken to income statement	–	0.5	(0.2)	0.3
Net transfer (from)/to current tax income tax asset	–	(2.3)	0.1	(2.2)
Credit in respect of prior years taken to equity	1.2	–	–	1.2
At 30 June 2025	2.4	7.1	2.1	11.6
Credit/(expense) in respect of current year taken to income statement	0.3	(6.1)	(0.5)	(6.3)
Credit in respect of prior years taken to income statement	–	0.5	–	0.5
Credit in respect of current year taken to equity	0.1	–	–	0.1
At 30 June 2026	2.8	1.5	1.6	5.9

1 Deferred tax assets included in the 'Other' category relate predominantly to future income tax deductions available from IFRS transition adjustments in respect of IFRS 15 and IFRS 9 which are expected to be utilised over the next three years in line with the requirements of tax legislation.

The Company has a deferred tax asset of £0.8m (2025: £0.7m) relating to share-based payments.

Deferred income tax liabilities

Group	Accelerated tax depreciation £m	Intangible assets acquired £m	Total £m
At 1 July 2024 and 30 June 2025	–	(0.6)	(0.6)
Expense in respect of current year taken to income statement	–	(0.1)	(0.1)
Expense in respect of prior years taken to income statement	(0.1)	–	(0.1)
Acquisition of subsidiaries	–	(0.3)	(0.3)
At 30 June 2026	(0.1)	(1.0)	(1.1)

Notes to the financial statements continued

22 Financial instruments

The Group's activities expose it to a variety of financial risks: market risk (including foreign exchange risk, price risk and interest rate risk), credit risk and liquidity risk. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance. Financial assets and liabilities are offset and the net amount reported when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously.

The Group and Company operate within financial risk policies and procedures approved by the Board. It is, and has been throughout the year, the Group's policy that no trading in financial instruments shall be undertaken. The Board provides written principles for overall risk management, as well as written policies covering specific areas such as foreign exchange risk, interest rate risk, credit risk, use of derivative financial instruments and non-derivative financial instruments, and investment of excess liquidity. The Group's financial instruments principally comprise cash and cash equivalents, borrowings, receivables, payables and PPP and other investments that arise directly from its operations and its acquisitions. The Company's financial instruments comprise of cash and cash equivalents.

Capital risk management

The Group is funded by ordinary shares, retained profits and its strong net cash position (refer to notes 17, 23 and 25). The Group's and Company's objectives when managing capital are to safeguard the Group's ability to continue as a going concern, in order to provide returns for shareholders and benefits for other stakeholders, and to maintain an optimal capital structure to reduce the cost of capital. The Group has a £25m (with a £10m accordion option) Revolving Credit Facility (RCF) as further explained below. The facility provides flexibility to support the Group's growth objectives while maintaining sufficient liquidity and financial discipline.

Financial risk factors

(a) Market risk

(i) Foreign exchange risk

All material activities of the Group take place within the UK and consequently there is little direct exchange risk, other than payments to overseas suppliers who require settlement in their currency. If there is any material foreign exchange exposure, the Group's policy is to enter into forward foreign currency contracts. The Group and Company have no material currency exposure at 30 June 2026 (2025: nil).

(ii) Price risk

Other than a residual interest in equity securities, the Group and Company are not exposed to equity or commodity price risk.

(iii) Interest rate risk

The Group's income and operating cash flows are substantially independent of changes in market interest rates.

The Group's interest rate risk arises from movement in cash and cash equivalents as well as interest on any borrowings which can affect net finance income and cashflow. As noted below, in 2025 the Group entered into a £25m RCF with an initial three-year term. Amounts drawn under the facility bear interest at a floating rate based on the Sterling Overnight Index Average (SONIA) plus a fixed margin. As at 30 June 2026, the Group had not drawn any amount under the facility and therefore had no exposure to variable interest rates on borrowing at the reporting date.

(b) Credit risk

Credit risk is managed on a Group basis. Credit risk arises from cash and cash equivalents, deposits and borrowings with banks and financial institutions, as well as credit exposures to customers, including outstanding receivables and committed transactions. The Group does not hold any debt facilities. Further details of credit risk relating to trade and other receivables are disclosed in note 16. No credit limits were exceeded during the reporting period, and management does not expect any material losses from non-performance of any counterparties, including in respect of receivables not yet due. The Group's maximum exposure to credit risk at the end of the reporting period is the carrying amount (book value) of each class of financial asset set out on the following page.

(c) Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities as well as an appropriate level of undrawn committed facilities. The Group finances its operations through its cash reserves and ongoing retained profits. During the year to 30 June 2026, the Group triggered the option to extend the £25m RCF by a further year. The facility provides greater agility and resilience, which alongside an already strong balance sheet, provides an excellent platform to take advantage of future growth opportunities. Management monitors rolling forecasts of the Group's liquidity reserve on the basis of expected cash flow. This is generally carried out at local level in the operating companies of the Group, in accordance with practices and limits set by the Group. On a daily basis throughout the year, the bank balances or gross overdrafts in all the Group's operating companies are aggregated into a total cash figure, in order that the Group can obtain the most advantageous interest rate.

In accordance with IFRS 9 'Financial Instruments', the Group has reviewed all contracts for embedded derivatives that are required to be separately accounted for if they do not meet certain requirements set out in the standard. No such embedded derivatives have been identified.

22 Financial instruments continued

Fair value of other financial assets and financial liabilities

Where market values are not available, fair values of financial assets and financial liabilities have been calculated by discounting expected future cash flows at the prevailing interest rate.

Primary financial instruments held or issued to finance the Group's operations:

	Notes	2026		2025	
		Book value £m	Fair value £m	Book value £m	Fair value £m
Financial liabilities:					
Current financial liabilities measured at amortised cost	18	418.9	418.9	436.3	436.3
Financial assets:					
PPP and other investments	15	37.2	37.2	38.6	38.6
Current assets measured at amortised cost	16	376.8	376.8	364.6	364.6
Cash and cash equivalents	17	259.0	259.0	237.6	237.6

Prepayments are excluded from the financial assets measured at amortised cost; and statutory liabilities, contract liabilities and provisions are excluded from financial liabilities measured at amortised cost noted above. A maturity analysis of the Group's non-derivative financial liabilities is given in note 18.

Borrowing facilities

In March 2025, the Group entered an RCF agreement with a syndicate of three banks – Barclays, Lloyds Banking Group and the National Bank of Kuwait. The facility provides the Group committed borrowing capacity of £25m for a term of three years, maturing in March 2028. The agreement includes the following features:

- An option to extend the facility by up to two years, subject to lender approval (the first option to extend by a further year was triggered and agreed in the year), and
- An accordion option, allowing the Group to request an increase in total commitment by a further £10m, subject to lender consent and documentation.

As at 30 June 2026, the Group had not drawn any amounts under the facility. The RCF remains undrawn since inception and provides additional liquidity headroom.

The facility bears interest at a variable rate linked to SONIA plus a margin, with commitment fees payable on the undrawn portion. The agreement includes customary financial covenants and undertakings, which the Group was in full compliance with as at the reporting date. The RCF is unsecured.

Fair value estimation

Specific valuation techniques used to value financial instruments are defined as:

- Level 1 – Quoted market prices or dealer quotes in active markets for similar instruments.
- Level 2 – The fair value of financial instruments that are not traded in an active market is determined using valuation techniques which maximise the use of observable market data and rely as little as possible on entity-specific estimates.
- Level 3 – Other techniques, such as discounted cash flow analysis, are used to determine fair value for the remaining financial instruments. The fair value of other investments is set out in note 15.

The following table presents the Group's assets and liabilities that are measured at fair value at 30 June:

	2026		2025	
	Level 3 £m	Total £m	Level 3 £m	Total £m
Assets				
Fair value through other comprehensive income				
– PPP and other investments	37.2	37.2	38.6	38.6
Total	37.2	37.2	38.6	38.6

There were no transfers between levels during the year.

Notes to the financial statements continued

22 Financial instruments continued

Valuation processes

A review of the long-term UK gilt rates, Bank of England base rates, UK inflation and other external market data (including the secondary market) for disposals is considered as part of the valuation process, which is ultimately agreed at the Executive Board, plc Board and Audit Committee.

The fair value of financial instruments that are not traded in an active market (for example, over-the-counter derivatives) is determined by using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in Level 2. If one or more of the significant inputs is not based on observable market data, the instrument is included in Level 3.

Fair value measurements using significant unobservable inputs (Level 3)

	2026 £m	2025 £m
At 1 July	38.6	41.8
Movement in fair value	(0.4)	(1.9)
Disposals and subordinated loan repayments	(1.0)	(1.3)
Closing balance	37.2	38.6

The fair value is derived via a discounted cash flow. The key assumptions used in Level 3 valuations include the expected timing of receipts, credit risk and discount rates. The typical repayment period is 10-15 years and the timing of receipts is based on historical data. The fair value of the portfolio reflects a blended discount rate of 8.1% (2025: 7.9%) and is based on current market conditions. The sensitivity to discount rates is set out in note 15. If receipts were to occur earlier than expected, the fair value would increase.

23 Ordinary shares and share premium

Group	Number of shares	Ordinary shares £m	Share premium £m	Total £m
At 1 July 2024	103,975,786	52.0	0.8	52.8
Allotted under share option schemes	856,343	0.4	0.8	1.2
Cancellation of shares	(2,690,861)	(1.3)	–	(1.3)
At 30 June 2025	102,141,268	51.1	1.6	52.7
Allotted under share option schemes	688,466	0.3	0.6	0.9
Cancellation of shares	(1,957,703)	(1.0)	–	(1.0)
At 30 June 2026	100,872,031	50.4	2.2	52.6

Company	Number of shares	Ordinary shares £m	Share premium £m	Total £m
At 1 July 2024	103,975,786	52.0	0.8	52.8
Allotted under share option schemes	856,343	0.4	0.8	1.2
Cancellation of shares	(2,690,861)	(1.3)	–	(1.3)
At 30 June 2025	102,141,268	51.1	1.6	52.7
Allotted under share option schemes	688,466	0.3	0.6	0.9
Cancellation of shares	(1,957,703)	(1.0)	–	(1.0)
At 30 June 2026	100,872,031	50.4	2.2	52.6

The Company does not have a limit on the authorised capital and does not hold any shares in treasury.

Number of shares refers to 50p ordinary shares, which are authorised, issued and fully paid. There are no shares authorised and issued but not fully paid.

On 17 September 2025 the Group launched its third share buyback programme of up to a maximum of £10.0m of Company shares. As at 30 June 2026 the Group had completed the share buyback programme with a total of 1,957,703 shares repurchased at an average price of approximately £5.11 per share. The repurchased shares represented approximately 1.9% of issued share capital and were subsequently cancelled.

At 30 June 2026, the total number of shares outstanding under the share incentive plans was 6,058,017 (2025: 6,853,670) as detailed in note 24.

24 Share-based payments

The Group operates performance-related share incentive plans for Executives, details of which are set out in the Directors' Remuneration report, as well as long term bonus plans for certain employees and a Group wide sharesave schemes. The total charge for the year before tax relating to employee share-based payment plans was £4.2m (2025: £3.4m), all of which related to equity-settled share-based payment transactions.

Savings-related share options

The Company operates an HMRC approved sharesave scheme, under which employees are granted an option to purchase ordinary shares in the Company at up to 20% less than the market price at grant, in three years' time, dependent on their entering into a contract to make monthly contributions into a savings account over the relevant period. These funds are used to fund the option exercise. This scheme is open to all employees meeting the minimum employment period. No performance criteria are applied to the exercise of sharesave options.

The options were valued using the binomial option-pricing model. The fair value per option granted and the assumptions used in the calculation are as follows:

Grant date	Shares under option	Share price at grant date	Exercise price	Contract date	Expected volatility	Option life (years)	Risk-free rate	Dividend yield	Employee turnover before vesting	Fair value per option
14.04.23	180,576	174p	137p	01.06.23	54%	3	3.6%	4.5%	10%	67p
12.04.24	769,451	244p	201p	01.06.24	30%	3	4.2%	4.5%	10%	61p
03.04.25	859,908	341p	296p	01.06.25	31%	3	3.8%	4.1%	10%	83p
02.04.26	941,916	499p	428p	01.06.26	31%	3	4.2%	3.7%	10%	131p

The expected volatility is based on historical volatility in the movement in the share price over the past three years up to the date of grant (or since incorporation of the Company in January 2020). The expected life is the average expected period to exercise. The risk-free rate is the yield on zero-coupon UK Government bonds of a term consistent with the assumed option life. A reconciliation of savings-related share awards over the year to 30 June 2026 is shown below:

	2026		2025	
	Number	Weighted average exercise price	Number	Weighted average exercise price
Outstanding at 1 July	2,703,109	213p	2,806,642	158p
Awards	957,350	428p	951,335	296p
Forfeited	(144,421)	233p	(123,330)	170p
Cancelled	(67,933)	249p	(66,407)	178p
Expired	(7,788)	217p	(8,788)	132p
Exercised	(688,466)	139p	(856,343)	135p
Outstanding at 30 June	2,751,851	304p	2,703,109	213p
Exercisable at 30 June	188,527	146p	134,149	144p

The weighted average fair value of awards granted during the year was 131p (2025: 83p). There were 688,466 share options exercised during the year ended 30 June 2026 (2025: 856,343) and the weighted average exercise price at the date of exercise was 139p (2025: 135p). The weighted average remaining contractual life is one year and 10 months (2025: two years and nil months).

Performance-related long-term incentive plans

The Group operates performance-related share incentive plans for Executives, details of which are set out in the Directors' Remuneration report. The awards that vest are satisfied by the transfer of shares for no consideration. The outstanding options were valued using a Black-Scholes model. The fair value per option granted and the assumptions used in the calculation are as follows:

Grant date	Shares under option	Share price at grant date	Vesting period/option life (months)	Risk-free rate	Dividend yield	Fair value per option
23.09.23	987,710	225p	36	4.3%	4.7%	195p
08.10.24	1,040,245	322p	36	3.9%	4.8%	279p
24.09.25	776,211	500p	36	3.8%	3.8%	446p

Notes to the financial statements continued

24 Share-based payments continued

The expected volatility is based on historical volatility in the movement in the share price of the Company and its comparator group and the correlations between them over the past three years. The expected life is the average expected period to exercise. The risk-free rate is the yield on zero-coupon UK Government bonds of a term consistent with the assumed option life. A reconciliation of performance-related share awards over the year to 30 June is shown below:

	2026 Number	2025 Number
Outstanding at 1 July	3,397,239	3,533,585
Granted	776,211	1,040,245
Exercised	(1,369,284)	(1,037,753)
Forfeited	–	(138,838)
Outstanding at 30 June	2,804,166	3,397,239
Exercisable at 30 June	–	–

The weighted average fair value of awards granted during the year was 446p (2025: 279p). There were 1,369,284 options exercised during the year ended 30 June 2026 (2025: 1,037,753). The weighted average remaining contractual life is one year and two months (2025: one year and two months).

Annual bonus plan – deferred shares

Executive Directors are eligible to participate in the Company's annual bonus scheme. The scheme rules dictate that two thirds of any bonus earned in excess of 50% of the base annual salary is deferred into restricted shares for three years. Participants must remain in employment to receive the restricted shares, but there are no other associated performance conditions.

A reconciliation of performance-related share awards over the year to 30 June is shown below:

	2026 Number	2025 Number
Outstanding at 1 July	593,796	725,969
Granted	154,683	159,345
Exercised	(330,436)	(291,518)
Outstanding at 30 June	418,043	593,796
Exercisable at 30 June	–	–

The weighted average remaining contractual life is one year and five months (2025: one year and nil months). The fair value of the awards is the closing share price on the date of grant.

Long term bonus plan – deferred shares

Certain members of the Group are eligible to participate in the Company's long-term bonus plan. The scheme rules dictate that up to half of the bonus earned is awarded in restricted shares. The shares are restricted for a period of 12 months. Participants must remain in employment to receive the restricted shares, but there are no other associated performance conditions.

A reconciliation of performance-related share awards over the year to 30 June is shown below:

	2026 Number	2025 Number
Outstanding at 1 July	159,526	129,136
Granted	83,957	159,526
Exercised	(159,526)	(123,453)
Forfeited	–	(5,683)
Outstanding at 30 June	83,957	159,526
Exercisable at 30 June	–	–

The weighted average remaining contractual life is three months (2025: three months). The fair value of the awards is the closing share price on the date of grant.

25 Other reserves and retained earnings

Group	Notes	Other reserves £m	Retained earnings £m
At 1 July 2024		136.4	(75.6)
Profit for the year		–	33.6
Dividends paid	8	–	(17.5)
Share-based payments	24	–	3.4
Tax relating to share-based payments		–	2.0
Movement in fair value of PPP and other investments	15	–	(1.9)
Purchase of own shares		–	(12.3)
Cancellation of shares		1.3	–
At 30 June 2025		137.7	(68.3)
Profit for the year		–	41.2
Dividends paid	8	–	(20.3)
Share-based payments	24	–	4.2
Tax relating to share-based payments		–	1.8
Movement in fair value of PPP and other investments	15	–	(0.4)
Purchase of own shares		–	(14.3)
Cancellation of shares		1.0	–
At 30 June 2026		138.7	(56.1)

The Company and Group's other reserves relate to a merger reserve amounting to £132.2m (2025: £132.2m) and a capital redemption reserve of £6.5m (2025: £5.5m).

The purchase of own shares represents shares purchased by the Galliford Try Employee Share Trust of £nil (2025: £nil) and other share-related transactions of £4.3m (2025: £2.3m), in addition to £10.0m (2025: £10.0m) purchased by the Company as part of the share buyback announced in September 2025 and completed within the year.

Company	Notes	Other reserves £m	Retained earnings £m
At 1 July 2024		136.4	110.4
Profit for the year		–	30.1
Dividends paid	8	–	(17.5)
Share-based payments		–	0.5
Purchase of shares	14	–	(10.0)
Cancellation of shares		1.3	–
At 30 June 2025		137.7	113.5
Profit for the year		–	32.0
Dividends paid	8	–	(20.3)
Share-based payments		–	0.6
Purchase of shares	14	–	(10.0)
Cancellation of shares		1.0	–
At 30 June 2026		138.7	115.8

The cumulative amount of goodwill arising on acquisition and written off directly against reserves is £9.5m (2025: £9.5m).

At 30 June 2026, the Galliford Try Employee Share Trust (the Trust) held 2,124,586 (2025: 3,066,609) Galliford Try Holdings plc shares. The nominal value of the shares held is £1.1m (2025: £1.5m). During the year nil shares were acquired (2025: nil) and a further £4.3m (2025: £2.3m) was paid in relation to other share-related transactions with 857,908 (2025: 694,382) shares transferred during the year. The cost of funding and administering the Trust is charged to the income statement in the period to which it relates. The market value of the shares at 30 June 2026 was £11.2m (2025: £12.9m). No shareholders (2025: none) have waived their rights to dividends.

Notes to the financial statements continued

26 Financial and capital commitments

The Group had no commitments for subordinated debt to joint ventures or other investments at 30 June 2026 (2025: £nil), nor any commitment for other capital expenditure.

27 Guarantees and contingent liabilities

The Group has surety bonding facilities and bank guarantees. These are supported by counter indemnities given by the Company and certain subsidiaries in the Group in the normal course of business. Utilisation of the bonding and guarantee facilities totalled £144.1m at 30 June 2026 (2025: £154.9m). It is not expected that any material liabilities will arise.

Disputes arise in the normal course of business, some of which lead to litigation or arbitration procedures. While the outcome of disputes and arbitration is never certain, the directors believe that the resolution of all existing actions will not have a material adverse effect on the Group's financial position.

Where the Group has received such claims, the directors have made provision in the financial statements when they believe it is probable a liability exists and it can be reliably estimated, but no provision has been made where the Group's liability is considered only possible or remote. This is based on the best estimates of future costs to be incurred after assessing all relevant information and taking legal advice where appropriate.

The Group has currently assessed a pool of non-fire safety-related claims that meet the contingent liability threshold for disclosure. These claims are of a similar nature with a collective range of between £nil and £2.2m (2025: £nil and £12.0m). The Group's assessment of liability and estimates of future costs could change in the future. Although the Group has appropriate insurance arrangements in place that should mitigate any significant exposure, the recognition thresholds under IAS 37 would mean a liability could be recognised before a corresponding asset.

The continuing evolution of Government legislation and guidance, such as the Building Safety Act and its implications for cladding solutions used on historical contracts, also creates ongoing uncertainty that the Group manages.

The Group is tracking a pool of three fire safety claims which meet the definition of contingent liabilities under IAS 37. Management do not consider it is practicable to value the pool because of the lack of supporting evidence from the claimants and the length of time it takes for these cases to evolve and for any reliable quantum, if any, to be established. Factors include the complexity of the building projects in question, the many suppliers involved in the supply chain and the potential for reimbursement from subcontractors. The Group believes it has strong legal positions with contractual support on all the cases, however, at this time, it cannot fully rule out that material settlements may result. Should this be the case, management expects there will be recovery from the supply chain, designers or insurers that can be full or partial.

As Government legislation and guidance changes in the future, the Group will reassess the estimates made accordingly.

28 Related party transactions

Transactions between the Group and its related parties are disclosed as follows:

Group

	Sales to related parties		Amounts owed by related parties	
	2026 £m	2025 £m	2026 £m	2025 £m
Trading transactions				
Related parties	82.6	69.4	32.4	39.4
			Interest and dividend income from related parties	
			2026 £m	2025 £m
Non-trading transactions				
Related parties			6.1	4.0

Sales to related parties (all of which are to joint ventures and associates) are based on terms that would be available to unrelated third parties. Amounts owed by related parties consist predominantly of subordinated debt within the PPP and Other Investments portfolio, that if held to maturity would be due over the next 24 years (2025: 23 years). These receivables are unsecured, with interest rates varying between a range of 9% and 12% (2025: 9% and 12%). Payables are due within one year (2025: one year) and are interest free.

Company

Transactions between the Company and its subsidiaries which are related parties, which are eliminated on consolidation, are disclosed as follows:

	Interest and dividend income from related parties	
	2026 £m	2025 £m
Non-trading transactions		
Subsidiary undertakings	32.0	29.8

The Company has provided performance guarantees in respect of certain operational contracts entered into between joint ventures and a Group undertaking.

29 Business combinations

On the 27 February 2026, the Group acquired 100% of the share capital of Nene Valley Fire and Acoustic Limited ("Nene Valley"), an experienced provider in the passive fire protection sector. The addition of Nene Valley will complement the Group's existing active fire protection operations, enabling the enlarged business to offer complete fire safety solutions in-house and access wider market opportunities.

Consideration for the acquisition of Nene Valley was £9.4m, comprising £8.8m settled in cash and an estimated £0.6m payable one year after the completion date, subject to the finalisation of certain procedures in accordance with the conditions of sale. The goodwill of £8.1m arising from the acquisition is primarily attributable to the technical proficiency of the acquired workforce and the strategic opportunities from supplementing this acquired skill base with the Group's existing expertise.

The following table summarises the provisional consideration and fair value of the assets acquired and liabilities assumed.

	£m
Recognised amounts of identifiable assets acquired and liabilities assumed	
Property, plant and equipment (including right-of-use assets)	0.7
Intangible assets	1.0
Trade and other receivables	1.7
Cash and cash equivalents	0.7
Trade and other payables	(1.6)
Corporation tax liability	(0.3)
Lease liabilities	(0.6)
Deferred tax liability	(0.3)
Total identifiable net assets	1.3
Goodwill	8.1
Total	9.4
Consideration	
Cash paid and deferred	9.4
Total	9.4

The acquisition contributed £2.9m of revenue and a profit before tax of £0.4m in the period to 30 June 2026. If the acquisition had taken place at 1 July 2025, it would have contributed an estimated £9.9m of revenue and a profit before tax of £1.4m.

30 Events after the reporting date

On 17 September 2026, the Group announced a further share buyback programme of up to a maximum of £15m, details can be found in the announcement on the Group's investor website.

31 Adjusted performance measures

Throughout the Annual Report and Financial Statements, the Group has presented financial performance measures which are used to manage the Group's performance. These financial performance measures are chosen to provide a balanced view of the Group's operations and are considered useful to investors as they provide relevant information on the Group's performance. They are also aligned to measures used internally to assess business performance in the Group's budgeting process and when determining compensation. An explanation of the Group's financial performance measures and appropriate reconciliations to its statutory measures are provided below.

Providing clarity on the Group's adjusted performance measures

The Group has included this note and the enclosed explanations and reconciliations with the aim of providing transparency and clarity on the measures adopted internally to assess performance. The APMs adopted by the Group are also commonly used in the sectors it operates in. This additional information is not defined under international accounting standards and may therefore not be comparable with similarly titled profit measures reported by other companies. It is not intended to be a substitute for, or superior to, international accounting standards measures of profit.

The Board believes that disclosing these performance measures enhances investors' ability to evaluate and assess the underlying financial performance of the Group's operations and the related key business drivers.

Measuring the Group's performance

The following measures are referred to in this report:

Statutory measures

Statutory measures are derived from the Group's reported financial statements, which are prepared in accordance with UK adopted International Accounting Standards and in line with the Group's accounting policies, which can be found in note 1.

The Group's statutory measures take into account all of the factors, including exceptional items which are not considered to reflect the ongoing underlying performance of the Group.

Notes to the financial statements continued

31 Adjusted performance measures continued

Adjusted performance measures

In assessing its performance, the Group has adopted certain non-statutory measures that reflect the underlying performance of the Group. These typically cannot be directly extracted from its financial statements but are reconciled to statutory measures below:

a) Adjusted performance

The Group adjusts for certain significant irregular (exceptional) items which the Board believes assist in understanding the performance achieved by the Group as this reflects the underlying and ongoing performance of the business. A reconciliation of the statutory measure to the adjusted measure is provided in the following tables. The exclusion of exceptional items as well as the amortisation of acquired intangibles seeks to reflect the underlying and ongoing performance of the business with a consistent methodology across all the adjusted performance measures. The adjusting items and associated tax impacts that the Group has recognised are shown below.

	2026 £m	2025 £m
Amortisation of acquired intangible assets	(0.9)	(0.9)
Loss before tax	(0.9)	(0.9)
Associated tax credit on items above	0.2	0.2
Total	(0.7)	(0.7)

A reconciliation of the statutory measure to the adjusted measure is provided in the following tables.

b) Adjusted operating profit/(loss) and operating margin

The Group presents operating profit excluding exceptional items and the amortisation of acquired intangible assets as this reflects the ongoing performance of the business, which is referred to as adjusted operating profit/(loss). Operating margin reflects the ratio of adjusted operating profit/(loss) and revenue. This differs from the statutory measure of operating profit which includes exceptional items and the amortisation of acquired intangible assets. Divisional adjusted operating margin is the combined adjusted operating margin of the Building and Infrastructure segments.

A reconciliation of the statutory measure to the Group's performance measure is shown below, based on continuing operations:

	Building £m	Infrastructure £m	Investments £m	Central £m	Total £m
Year ended 30 June 2026					
Statutory operating profit/(loss)	33.1	33.4	(2.2)	(15.7)	48.6
exclude: amortisation of acquired intangible assets (note 10)	–	0.9	–	–	0.9
Adjusted operating profit/(loss)	33.1	34.3	(2.2)	(15.7)	49.5
Revenue	951.0	971.6	8.5	–	1,931.1
Adjusted operating margin	3.5%	3.5%	n/a	n/a	2.6%
Year ended 30 June 2025					
Statutory operating profit/(loss)	28.1	26.5	(0.4)	(14.5)	39.7
exclude: amortisation of acquired intangible assets (note 10)	–	0.9	–	–	0.9
Adjusted operating profit/(loss)	28.1	27.4	(0.4)	(14.5)	40.6
Revenue	964.7	902.5	8.0	–	1,875.2
Adjusted operating margin	2.9%	3.0%	n/a	n/a	2.2%

c) Adjusted profit before tax

The Group uses a profit before tax measure which excludes exceptional items and amortisation of acquired intangible assets as noted above, whereas the statutory measure includes both.

A reconciliation of the statutory measure to the Group's performance measure is shown below, based on continuing operations:

	2026 £m	2025 £m
Statutory profit before tax	55.0	44.1
exclude: amortisation of acquired intangible assets	0.9	0.9
Adjusted profit before tax	55.9	45.0

31 Adjusted performance measures continued

d) Adjusted earnings per share

In line with the Group's measurement of adjusted performance, the Group also presents its earnings per share on the same adjusted basis as adjusted profit before tax. This differs from the statutory measure of earnings per share which includes both exceptional items and amortisation of acquired intangible assets.

A reconciliation of the statutory measure to the Group's performance measure (post-tax) is shown below, based on continuing operations:

	2026			2025		
	Earnings £m	Weighted average number of shares	EPS pence	Earnings £m	Weighted average number of shares	EPS pence
Statutory results	41.2	98,876,195	41.7	33.6	99,627,362	33.7
exclude: amortisation of acquired intangible assets	0.7	n/a	n/a	0.7	n/a	n/a
Adjusted earnings per share	41.9	98,876,195	42.4	34.3	99,627,362	34.4

Adjusted diluted earnings per share is calculated as adjusted earnings per share diluted for dilutive securities of 4,392,345 (2025: 4,668,120) options.

32 Group undertakings

In accordance with section 409 of the Companies Act, the following is a list of all of the Group's undertakings as at 30 June 2026. Galliford Try Limited is the only subsidiary undertaking held directly by the Company.

(i) Subsidiary undertakings

Entity name	Registered office or principal place of business	Shareholding (direct or indirect)
AVRS Systems Limited	Avrs Systems Ltd, Lonning End, Ponsonby, Seascale, Cumbria, England CA20 1BU	100%
Construction Holdco 1 Limited	3 Fraywater Place, Uxbridge, UB8 2AD	100%
Galliford Construction Limited	3 Fraywater Place, Uxbridge, UB8 2AD	100%
Galliford Try (Water) Limited	3 Fraywater Place, Uxbridge, UB8 2AD	100%
Galliford Try Asset Intelligence Limited	3 Fraywater Place, Uxbridge, UB8 2AD	100%
Galliford Try Building 2014 Limited	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	100%
Galliford Try Construction & Investments Holdings Limited	3 Fraywater Place, Uxbridge, UB8 2AD	100%
Galliford Try Construction Limited	3 Fraywater Place, Uxbridge, UB8 2AD	100%
Galliford Try Corporate Holdings Limited	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	100%
Galliford Try Developments Limited	3 Fraywater Place, Uxbridge, UB8 2AD	100%
Galliford Try Digital Infrastructure Limited	3 Fraywater Place, Uxbridge, UB8 2AD	100%
Galliford Try Employment Limited	3 Fraywater Place, Uxbridge, UB8 2AD	100%
Galliford Try Facilities Management Limited	3 Fraywater Place, Uxbridge, UB8 2AD	100%
Galliford Try HPS Limited	3 Fraywater Place, Uxbridge, UB8 2AD	100%
Galliford Try Infrastructure Limited	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	100%
Galliford Try Investments Consultancy Services Limited	3 Fraywater Place, Uxbridge, UB8 2AD	100%
Galliford Try Investments Limited	3 Fraywater Place, Uxbridge, UB8 2AD	100%
Galliford Try Limited	3 Fraywater Place, Uxbridge, UB8 2AD	100%
Galliford Try Plant Limited	3 Fraywater Place, Uxbridge, UB8 2AD	100%
Galliford Try Properties Limited	3 Fraywater Place, Uxbridge, UB8 2AD	100%
Galliford Try Secretariat Services Limited	3 Fraywater Place, Uxbridge, UB8 2AD	100%
Galliford Try Services Limited	3 Fraywater Place, Uxbridge, UB8 2AD	100%
GT (Leeds) Lift Limited	3 Fraywater Place, Uxbridge, UB8 2AD	100%
GT (Leicester) Limited	3 Fraywater Place, Uxbridge, UB8 2AD	100%
GT (North Hub) Investments Limited	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	100%
GT (North Tyneside) Limited	3 Fraywater Place, Uxbridge, UB8 2AD	100%
GT Camberwell (Holdings) Limited	3 Fraywater Place, Uxbridge, UB8 2AD	100%
GT Camberwell Limited	3 Fraywater Place, Uxbridge, UB8 2AD	100%

Notes to the financial statements continued

32 Group undertakings continued

Entity name	Registered office or principal place of business	Shareholding (direct or indirect)
GT Inverness Investments Limited	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	100%
GT TMGL Limited	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	100%
Ham Baker Engineering Limited	3 Frayswater Place, Uxbridge, UB8 2AD	100%
Kingseat Development 1 Limited	Morrison House, Kingseat Business Park, Kingseat, Newmachar, Aberdeenshire, AB21 0AZ	100%
Kingseat Development 2 Limited	Morrison House, Kingseat Business Park, Kingseat, Newmachar, Aberdeenshire AB21 0AZ	100%
Leicester GT Education Company Limited	3 Frayswater Place, Uxbridge, UB8 2AD	100%
Lintott Control Systems Limited	3 Frayswater Place, Uxbridge, UB8 2AD	100%
Lintott Environmental Technologies Limited	3 Frayswater Place, Uxbridge, UB8 2AD	100%
MCS Control Systems Limited	3 Frayswater Place, Uxbridge, UB8 2AD	100%
Morrison Construction Limited	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	100%
Nene Valley Fire and Acoustic Ltd	3 Frayswater Place, Uxbridge, UB8 2AD	100%
Oak Specialist Services Limited	3 Frayswater Place, Uxbridge, UB8 2AD	100%
Regeneco Limited	3 Frayswater Place, Uxbridge, UB8 2AD	100%
Try Construction Limited	3 Frayswater Place, Uxbridge, UB8 2AD	100%

All subsidiary undertakings are incorporated in the UK unless otherwise specified and are included in the consolidated financial statements of the Group, as a majority of voting rights are held in each case.

(ii) Joint venture undertakings

Entity name	Registered office or principal place of business	Proportion of capital held	Financial year-end
Aberdeen Roads (Finance) PLC	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	33%	31-Dec
Aberdeen Roads Holdings Limited	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	33%	31-Dec
Aberdeen Roads Limited	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	33%	31-Dec
ACP: North Hub Limited	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	50%	31-Dec
GBV JV Limited	3 Frayswater Place, Uxbridge, UB8 2AD	50%	30-Jun
GT Equitix Inverness Holdings Limited	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	50%	31-Mar
GT Equitix Inverness Limited	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	50%	31-Mar
Hub South East Scotland Limited	8 Melville Street, Edinburgh, EH3 7NS	50%	31-Mar
Space Scotland Limited	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	83% ¹	31-Mar

The above entities are all incorporated in the UK and considered to be joint ventures, based on the shareholding agreements in place.

¹ Treated as a joint venture as indicated by its joint venture agreement.

32 Group undertakings continued

(iii) Associated and other significant undertakings

Entity name	Registered office or principal place of business	Proportion of capital held by class
Aberdeen Community Health Care Village Limited	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	30%
Alliance Community Partnership Limited	Avondale House Suites 1b-1e, Phoenix Crescent, Strathclyde Business Park, Bellshill, North Lanarkshire, Scotland, ML4 3NJ	10%
ELCH DBFM Holdco Limited	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	50%
ELCH DBFMCo Limited	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	50%
Galliford Try Qatar LLC	PO Box 11726 Doha, State of Qatar (incorporated in Qatar)	49%
Hub North Scotland (Alford) Limited	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	30%
Hub North Scotland (FWT) Limited	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	30%
Hub North Scotland (I&F) Holdings Limited	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	30%
Hub North Scotland (I&F) Limited	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	30%
Hub North Scotland (O&C) Holdings Limited	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	30%
Hub North Scotland (O&C) Limited	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	30%
Hub North Scotland Limited	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	30%
Hub South West Scotland Limited	2 Atlantic Square, 31 York Street, Glasgow, Scotland G2 8AS	6%
Hub SW Cumbernauld DBFMCo Limited	Avondale House Suites 1b-1e, Phoenix Crescent, Strathclyde Business Park, Bellshill, North Lanarkshire, Scotland, ML4 3NJ	6%
Hub SW Cumbernauld Holdco Limited	Avondale House Suites 1b-1e, Phoenix Crescent, Strathclyde Business Park, Bellshill, North Lanarkshire, Scotland, ML4 3NJ	6%
James Gillespie's Campus Subhub Holdings Limited	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	50%
James Gillespie's Campus Subhub Limited	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	50%
JICC DBFM Holdco Ltd	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	50%
JICC DBFMCo Ltd	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	50%
KHS DBFM HoldCo Limited	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	50%
KHS DBFMCo Limited	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	50%
LBP DBFM Holdco Limited	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	50%
LBP DBFMCo Limited	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	50%
Newbattle DBFM HoldCo Limited	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	50%
Newbattle DBFMCo Limited	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	50%
QHS DBFM Holdco Ltd	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	50%
QHS DBFMCo Ltd	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	50%
REH Phase 1 Subhub Holdings Limited	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	50%
REH Phase 1 Subhub Limited	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	50%
WCHS DBFMCo Ltd	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	50%
WCHS DBFM Holdco Ltd	2nd Floor, 2 Lochside View, Edinburgh, Scotland, EH12 9DH	50%
Urban Vision Partnership Limited	First Floor, 2 Kingdom Street, Paddington, London, W2 6BD	30%

The above entities are all incorporated in the UK except Galliford Try Qatar LLC, which is incorporated in Qatar.

Entities listed above with 50% ownership percentage are treated as associates, as indicated by their ownership agreements.

Five-year record (unaudited)

	2022 £m	2023 £m	2024 £m	2025 £m	2026 £m
Continuing operations					
Revenue	1,237.2	1,393.7	1,763.7	1,875.2	1,931.1
Adjusted Profit before taxation	20.6	22.4	35.0	45.0	55.9
Profit before taxation	5.4	10.1	19.2	44.1	55.0
Tax (expense)/credit	0.9	(1.0)	8.2	(10.5)	(13.8)
Profit after taxation attributable to shareholders	6.3	9.1	27.4	33.6	41.2
Fixed assets (including IFRS 16 right-of-use assets), investments in joint ventures, PPP and other investments	79.4	90.4	98.5	95.7	88.9
Intangible assets and goodwill	97.0	98.3	97.9	97.0	105.2
Net current liabilities	(43.4)	(61.4)	(68.2)	(50.5)	(38.0)
Other long-term assets	14.0	15.5	17.9	11.0	4.8
Long-term payables and provisions	(14.9)	(24.2)	(32.5)	(31.1)	(25.3)
Net assets	132.1	118.6	113.6	122.1	135.2
Share capital	55.5	52.4	52.0	51.1	50.4
Share premium	–	–	0.8	1.6	2.2
Reserves	76.6	66.2	60.8	69.4	82.6
Shareholders' funds	132.1	118.6	113.6	122.1	135.2
Dividends per share (pence)	8.0	22.5	15.5	19.0	23.5
Basic earnings per share (pence)	5.8	8.7	27.3	33.7	41.7
Adjusted earnings per share (pence)	17.1	18.0	29.6	34.4	42.4
Diluted earnings per share (pence)	5.5	8.1	26.2	32.2	39.9

The results for 2022 and 2023 are presented on an adjusted basis in line with the results of 2024, 2025 and 2026.

Shareholder information

Financial calendar 2026

Half year results announced	4 March
Full year results announced	17 September
Ex dividend date – final dividend	5 November
Final dividend record date	6 November
Annual General Meeting	12 November
Final dividend payment	4 December

Shareholder enquiries

The Company's registrars are Equiniti Limited. They will be pleased to deal with any questions regarding your shareholding or dividend payments.

Please visit www.shareview.co.uk to update your personal information.

You can find a number of shareholder services online, including the portfolio service which gives you access to more information on your investments such as balance movements, indicative share prices and information on recent dividends.

You can also register your email address to receive shareholder information and Annual Report and Accounts electronically.

Alternatively, write to them at:

Equiniti Limited
Highdown House
Yeoman Way
Worthing
BN99 6DA

Or, call the EQ Customer Experience Centre on 0371 384 2202. Lines open from 8.30am to 5.30pm, Monday to Friday.

Share dealing service

A telephone and internet dealing service is available through Equiniti which provides a simple way of buying and selling Galliford Try shares. Commission is currently 1.5% with a minimum charge of £60 for telephone dealing and a minimum charge of £45 for internet dealing. For telephone sales call 0345 603 7037 between 8.00am and 4.30pm, Monday to Friday, and for internet sales log on to www.shareview.co.uk/dealing. You will need your shareholder reference number as shown on your share certificate. Share dealing services are also widely provided by other organisations. The Company is listed on the London Stock Exchange under the code GFRD and the SEDOL and ISIN references are BKY40Q3 and GB00BKY40Q38.

Group website

You can find out more about the Group on our website www.gallifordtry.co.uk which includes a section specifically prepared for investors. In this section you can check the Company's share price, find the latest Company news, look at the financial reports and presentations as well as search frequently asked questions and answers on shareholding matters. There is also further advice for shareholders regarding unsolicited boiler room frauds.

Company contact

Contact with existing and prospective shareholders is welcomed by the Company. If you have any questions please contact the General Counsel & Company Secretary, either at the registered office or via email (kevin.corbett@gallifordtry.co.uk).

Analysis of shareholdings at 30 June 2026

Size of shareholding	% of holders	Number of holders	% of shares	Number of shares
1–10,000	90.91%	2,761	3.00%	3,026,600
10,001–50,000	4.21%	128	2.92%	2,946,489
50,001–500,000	3.33%	101	16.68%	16,828,870
500,001 – highest	1.55%	47	77.40%	78,070,072
Total	100.00%	3,037	100.00%	100,872,031

Registered office

Galliford Try Holdings plc
Blake House
3 Frayswater Place
Cowley
Uxbridge
Middlesex
UB8 2AD

Stockbrokers

Peel Hunt LLP
Panmure Liberum Limited

Bankers

Barclays Bank PLC
HSBC Bank PLC
Lloyds Banking Group plc
National Bank of Kuwait

Registration

England and Wales 12216008

Independent auditor

BDO LLP

Notes



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