GallifordTry

Sustainable Growth

Full year results to 30 June 2025

17 September 2025

Agenda

Bill Hocking

Chief Executive

FY25 highlights

Financial review

Sustainable Growth to 2030

Q&A

Guildford Crescent, Cardiff

Fifth year of sequential growth

Consistently strong performance; confident outlook

GallifordTry

£1.9bn +6.3%

Revenue
(FY24: £1.8bn)

3.0% + 42 BPS

Divisional adjusted operating margin[1]
(FY24: 2.5%)

£45.0m +28.6%

Adjusted profit before tax[1]
(FY24: £35.0m)

19.0p +22.6%

Full year dividend per share
(FY24: 15.5p)

£178.7m +15.4%

Average month-end cash
(FY24: £154.8m)

£4.1bn +£0.3bn

Order book
Work secured for FY26: 92%
Work secured for FY27: 75%

[1]Stated before exceptional items and amortisation of acquired intangibles.

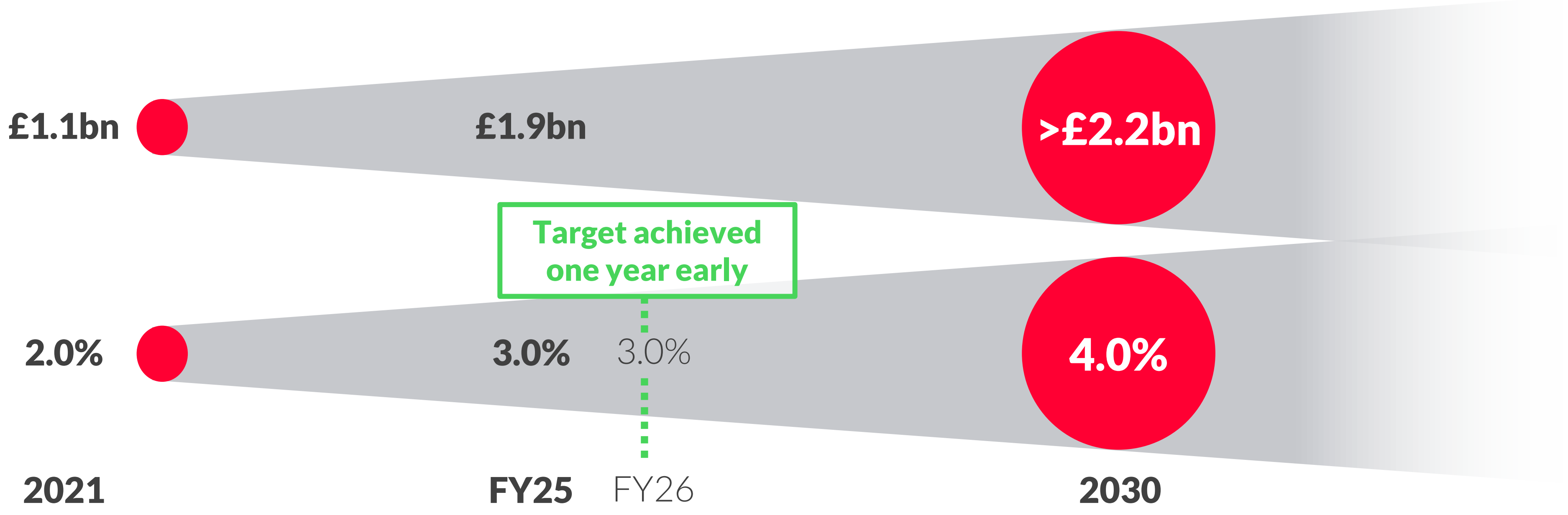
Sustainable Growth Strategy to 2030

GallifordTry

Grow revenue and margin in our three core businesses	Grow our specialist businesses in higher margin, adjacent markets	Re-enter the Affordable Homes market	Leverage our geographical and client footprint across the UK	Continue to generate growing shareholder returns

Revenue

Divisional adjusted operating margin



Financial review

Hackleton Sewage Treatment Works

Kris Hampson

Chief Financial Officer

Strong & consistent performance

Continued execution of our model drives incremental results

GallifordTry

- Five years of consistent, sequential and profitable growth.
- Adjusted PBT up strongly by 28.6%.
  - Revenue, up 6.3%.
  - No exceptional items.
  - Achieved 3.0% divisional adjusted operating margin in FY25, one year ahead of target, up 42bps.
- FY24 included an exceptional tax credit of £10.1m and £0.8m of associated interest. FY25 interest includes one-time £0.5m RCF costs.
- Adjusted EPS up 16.2% to 34.4p, doubled since 2022.
- Final dividend of 19.0p per share, up 22.6% from prior year, giving FY dividend of 13.5p up 17.4%. Third share buyback announced up to £10m.
- Prior year non-cash technical restatement including 2024 restated exceptional item on onerous nmcn framework acquired. No impact to reported 2024 adjusted PBT, and no exceptional items in 2025.

	FY25	FY24[2]	Var
Revenue (£m)	**1,875.2**	1,763.7	+6.3%
Adjusted operating profit (£m)	**40.6**	29.6	+37.2%
Interest (£m)	**4.4**	6.2	(29.0)%
Adjusted profit before tax[1] (£m)	**45.0**	35.0	+28.6%
Statutory tax £(m)	**(10.5)**	8.2	(18.7)
Adjusted effective tax rate (%)[1]	**23.9**	15.4	+54.9%
Amortisation (£m)	**(0.9)**	(2.3)	+61.0%
Exceptional items (£m)	**0.0**	(13.5)	+£13.5m
Profit before tax (£m)	**44.1**	19.2	+129.7%
Adjusted basic earnings per share[1] (p)	**34.4**	29.6	16.2%
Dividend per share (p)	**19.0**	15.5	+22.6%

[1] See Appendix 9 for comparison of impact of changes made to these APMs. [2] FY24 revenue restated to reflect correction to IFRS15 contract combination accounting policy for Group and Infrastructure division.

Adjusted Performance Measures (APMs)

Pre-exceptional measures are now referred to as 'adjusted'. The definition of adjusted PBT and adjusted EPS measures have been changed to exclude amortisation of acquired intangible assets to better reflect the business's underlying and ongoing performance (see Appendix 9). These changes are in line with standard practice across the sector. All other APMs remain unchanged.

Segmental analysis

Broad-based growth driving margins across divisions

- **Building** continues to perform well, with strong demand in key sectors including defence, custodial, education and FM.
- **Infrastructure** revenue was driven by a robust performance in Highways and a strong run off in AMP7 in Environment.
- **Investments** continues to generate valuable annuity income. FY24 included financial close on first PRS development – Guildford Crescent, Cardiff.
- **Central costs** in line with revenue.
- YoY increase in divisional adjusted operating margin up to 3.0%, one year ahead of target.

	FY25	FY24[1]	Var
Revenue (£m)	**1,875.2**	1,763.7	+6.3%
Building	**964.7**	938.3	+2.8%
Infrastructure	**902.5**	810.7	+11.3%
Investments	**8.0**	14.7	(45.6)%

	FY25	FY24	Var
Adjusted operating profit / (loss) (£m)	**40.6**	29.6	+37.2%
Building	**28.1**	24.0	+17.1%
Infrastructure	**27.4**	20.1	+36.3%
Investments	**(0.4)**	(1.0)	+£0.6m
Central	**(14.5)**	(13.5)	£(1.0)m
Adjusted operating margin (%)			
Building	**2.9**	2.6	+36bps
Infrastructure	**3.0**	2.5	+50bps
Divisional adjusted operating margin	**3.0**	2.5	+42bps

[1] FY24 revenue restated to reflect correction to IFRS15 contract combination accounting policy for Group and Infrastructure division.

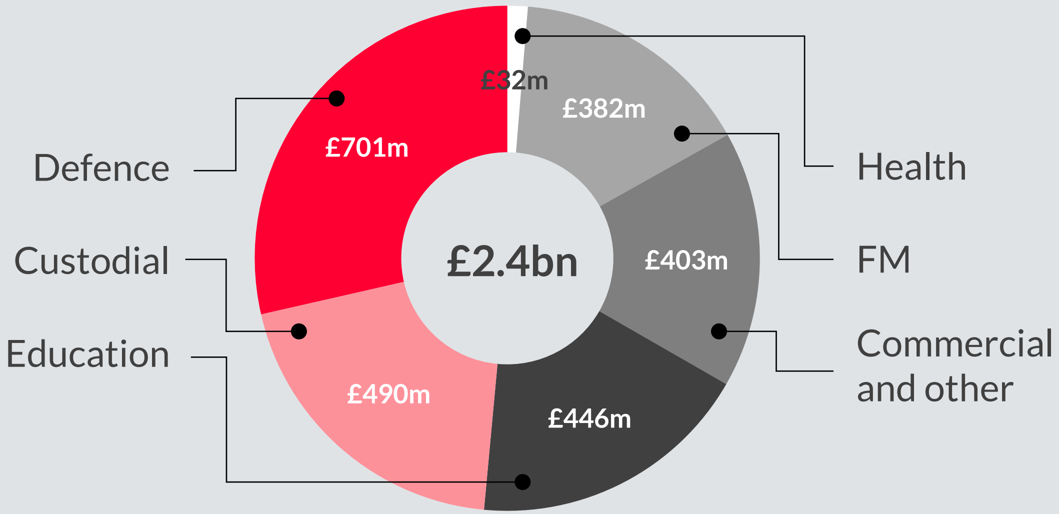
Building division

Strong continued demand & tight operational management

	FY25	FY24	Var
Revenue (£m)	**964.7**	938.3	+2.8%
Adjusted operating profit (£m)	**28.1**	24.0	+17.1%
Adjusted operating margin (%)	**2.9**	2.6	+36bps
Order book (£bn)	**2.4**	2.3	+7.0%
Average contract size (£m)	**19.1**	19.9	(0.8)
Average live contracts in FY	**115**	99	+16
Headcount	**1,358**	1,296	4.8%

- Revenue driven by strong demand in the education, custodial and defence sectors.
- Profit increase reflects framework performance, revenue growth and focus on quality delivery, with resulting margin up 36bps.
- Since FY24, we have delivered c10,000 places for pupils; c3,700 secure/custodial spaces; c1,100 residential units; c200 accommodation places for Armed Forces; and c100 mental health bed spaces.

High-quality order book



92% of work secured for FY26

£63m RAF Digby, Lincolnshire

Infrastructure division

Demand driving growth across Environment and Highways

	FY25	FY24	Var
Revenue (£m)	**902.5**	810.7	+11.3%
Adjusted operating profit (£m)	**27.4**	20.1	+36.3%
Adjusted operating margin (%)	**3.0**	2.5	+50bps
Order book (£bn)	**1.7**	1.5	+9.2%
Average live contracts in FY	**426**	410	+16
Headcount	**2,680**	2,575	+4.1%

- Revenue driven by strong run off in AMP7 in Environment and robust performance in Highways.
- Long-term order book looks strong as AMP8 dials up and Highways team delivers full order book.
- Margin up by 50bps - driven by volume, leverage, and quality delivery through tight operational management.
- Significant progress made on A47, Carlisle Southern Link Road and Melton Mowbray Distributor Road.
- Appointment to £59bn National Grid High Voltage Direct Current Framework.

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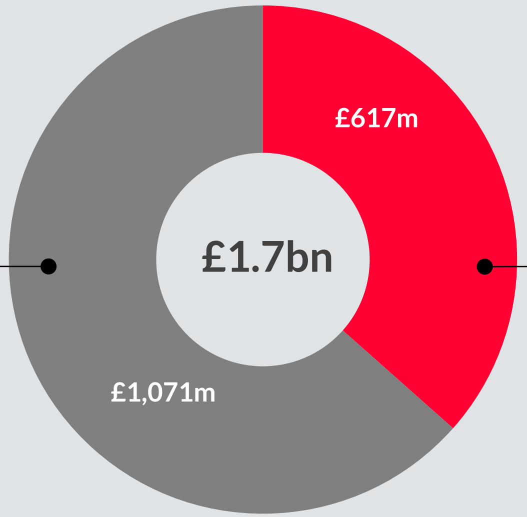
High-quality order book



95% of work secured for FY26

394 live contracts in Environment and 32 live contracts in Highways.

Strong balance sheet

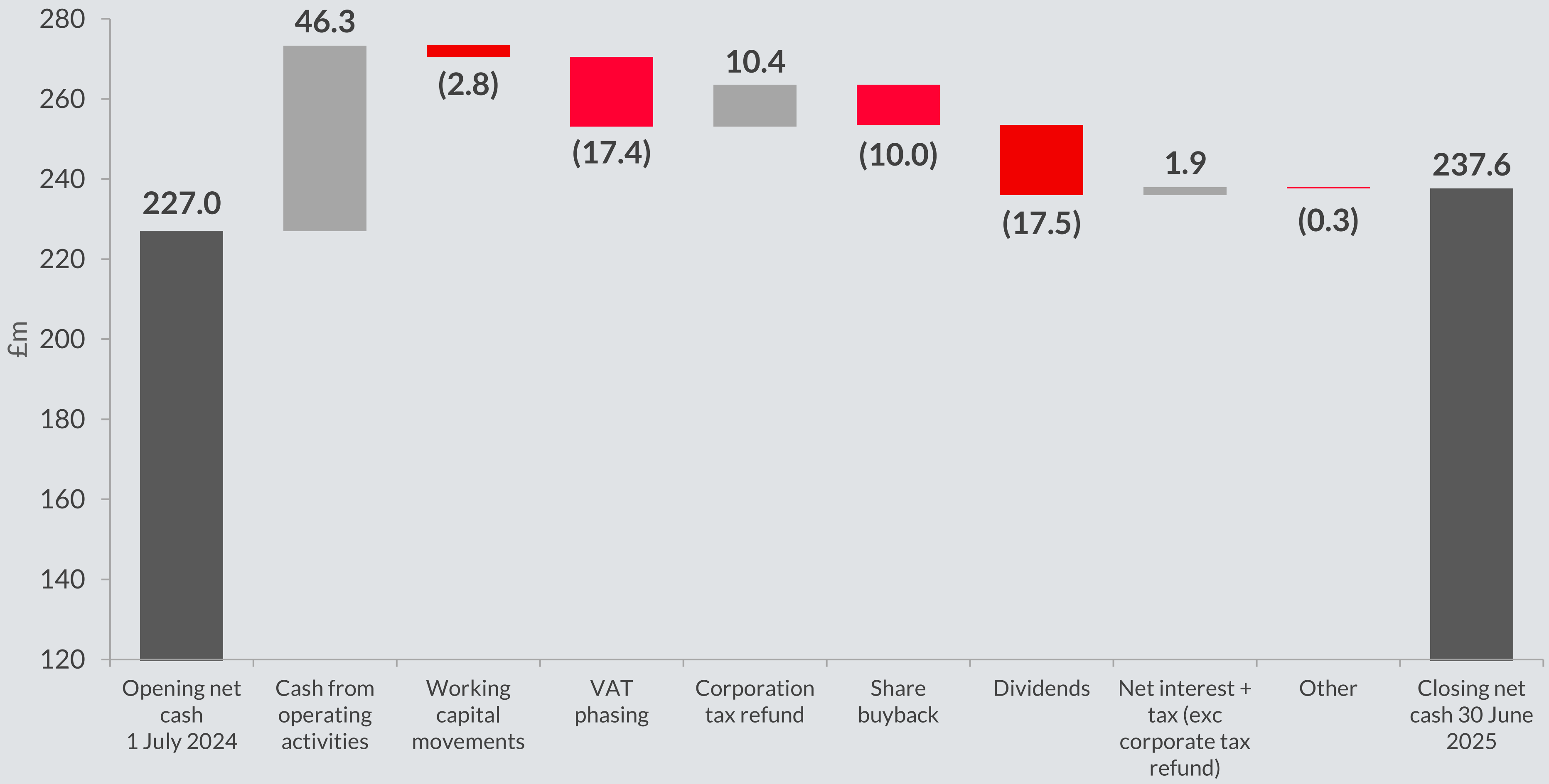
Excellent cash position

- Robust cash position.
  - Period-end cash of £237.6m, up 4.7%.
  - Average month-end cash of £178.7m, up 15.4%.
  - No drawn bank debt.
  - No pension liability.
- PPP assets of £38.6m.
  - Annuity income stream of £3.6m.
  - Reduction vs FY24 driven by discount rates and expected loan repayments.
  - Readily accessible market for such assets.
- £25m undrawn Revolving Credit Facility, enhancing agility and resilience.
- New VAT payment phasing reduces average month-end cash metric in FY26. Underlying cashflows unchanged (Appendix 10.)

Balance sheet £m	30 June 2025	30 June 2024
Intangible assets & goodwill	**97.0**	97.9
PPP & other investments	**38.6**	41.8
Other non-current assets	**68.1**	69.3
IFRS 16	**(53.8)**	(53.0)
Working capital	**(269.1)**	(281.0)
Net cash	**237.6**	227.0
Other	**3.7**	11.6
Total net assets	**122.1**	113.6
Last 12-month average month-end cash	**178.7**	154.8

Robust cash performance

Average month-end cash £178.7m



97%

of invoices paid in 60 days.

26 days

average days to pay.

>100%

Cash conversion from PBT to cash from operating activities.

Capital allocation model

Disciplined and consistent policy driving superior sector returns

Investing for growth

Reinvest in the business

- Ability to invest in technology and training to drive quality and efficiency.
- Accelerates adjacent market opportunities.
- Enables strategic and bolt-on acquisitions to enhance capabilities.

> Investment in cloud-based ERP system.
> Four acquisitions since 2021.

Shareholder returns

Sustainable Ordinary Dividend

- Dividend will increase with earnings growth.
- Delivering sustainable returns to shareholders.

> Adjusted EPS cover at 1.8x DPS.
> Dividend includes PPP income + c50% of adjusted PAT.

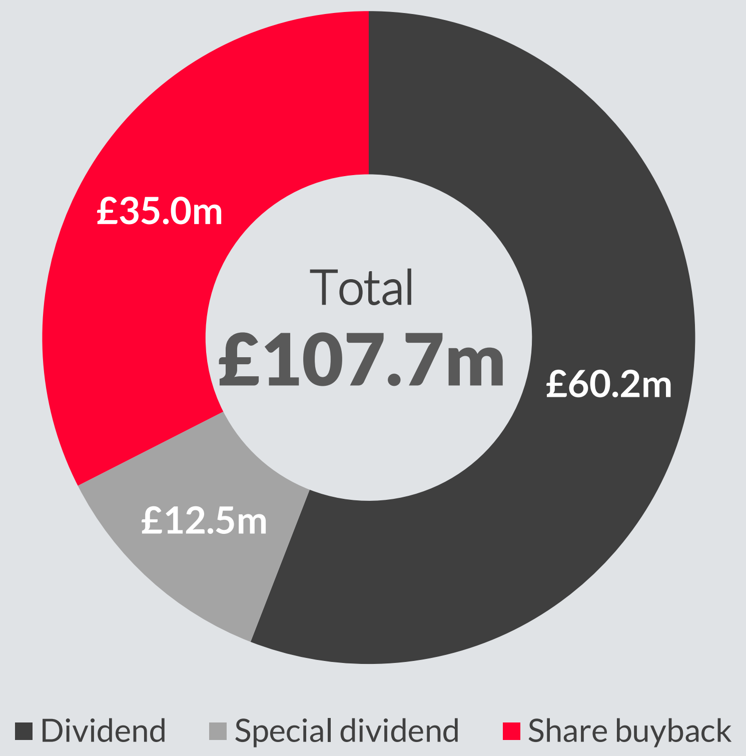
Return Excess Cash

- Consider cash requirements for future growth.
- Return excess cash to shareholders when appropriate.

> Three SBBs and one special dividend since 2022 = £47.5m.

Returns to shareholders

FY21 - FY25



Strong balance sheet to support operations

Gives confidence to clients and supply chain.

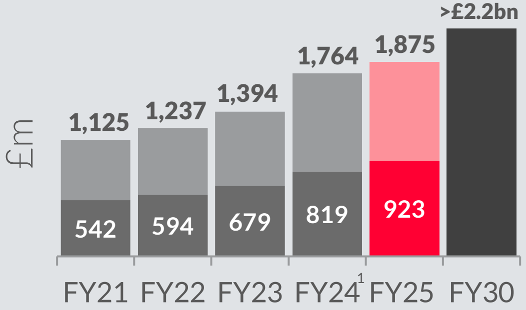
Supports disciplined approach to project selection.

Record performance

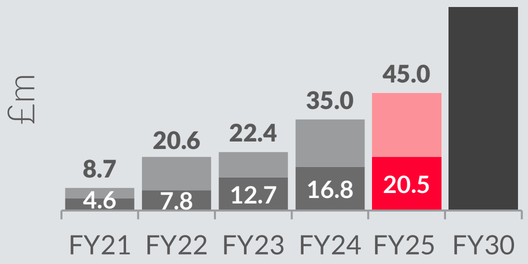
10 half periods of consistent, sequential growth

GallifordTry

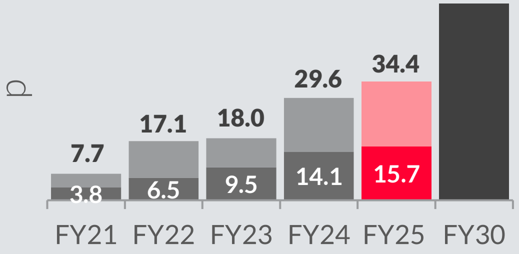
FY25 revenue +6%



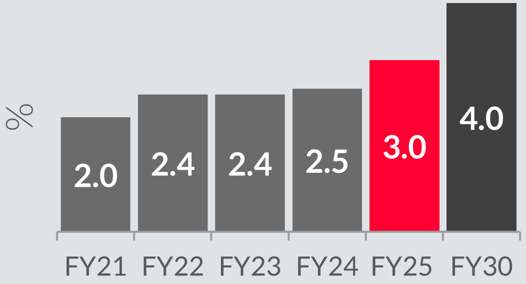
FY25 adjusted PBT[2] +29%



FY25 adjusted EPS[2] +16%

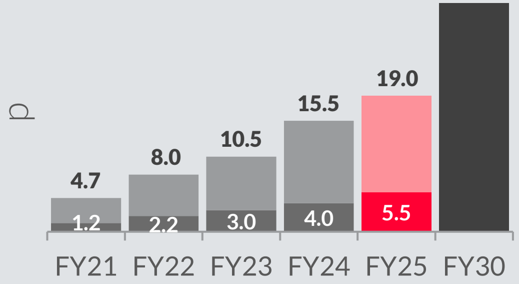


FY25 div adjusted operating margin +42bps



FY25 order book +£0.3bn

FY25 DPS up 23%



TSR 352%

1 July 2020 to 30 June 2025

- Fifth year of sequential growth.
- Continuing strong performance and increased confidence.

[1]FY24 revenue restated to reflect correction to IFRS15 contract combination accounting policy for Group and Infrastructure division.
[2]See Appendix 9 for explanation of changes to Adjusted Performance Measures.

■ 2030 strategic growth targets (indicative).

Sustainable Growth to 2030

Woodham Academy, County Durham

Bill Hocking

Chief Executive

Our engine for Sustainable Growth

Embedded culture of discipline and risk awareness that drives a high-quality order book and selective bidding.

Focused risk management

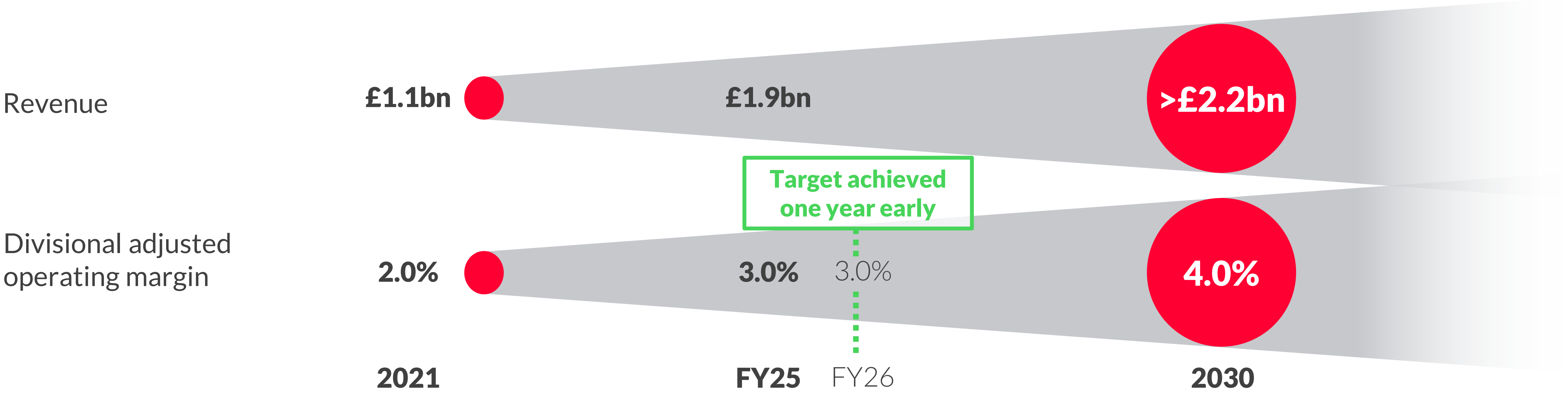
Assessing and managing risks and uncertainties is the central element of our process and business strategy.

Contract selection	Robust review and approval pre-contract to avoid onerous risks.	Board approval for bids with specific risk factors or with value >£25m.	Technical, commercial and financial parameters applied.
Commercial control and reporting	Project level controls; management oversight of project forecasts.	Monthly cross-disciplinary contract reviews.	Standardised monitoring and reporting; commercial health checks.

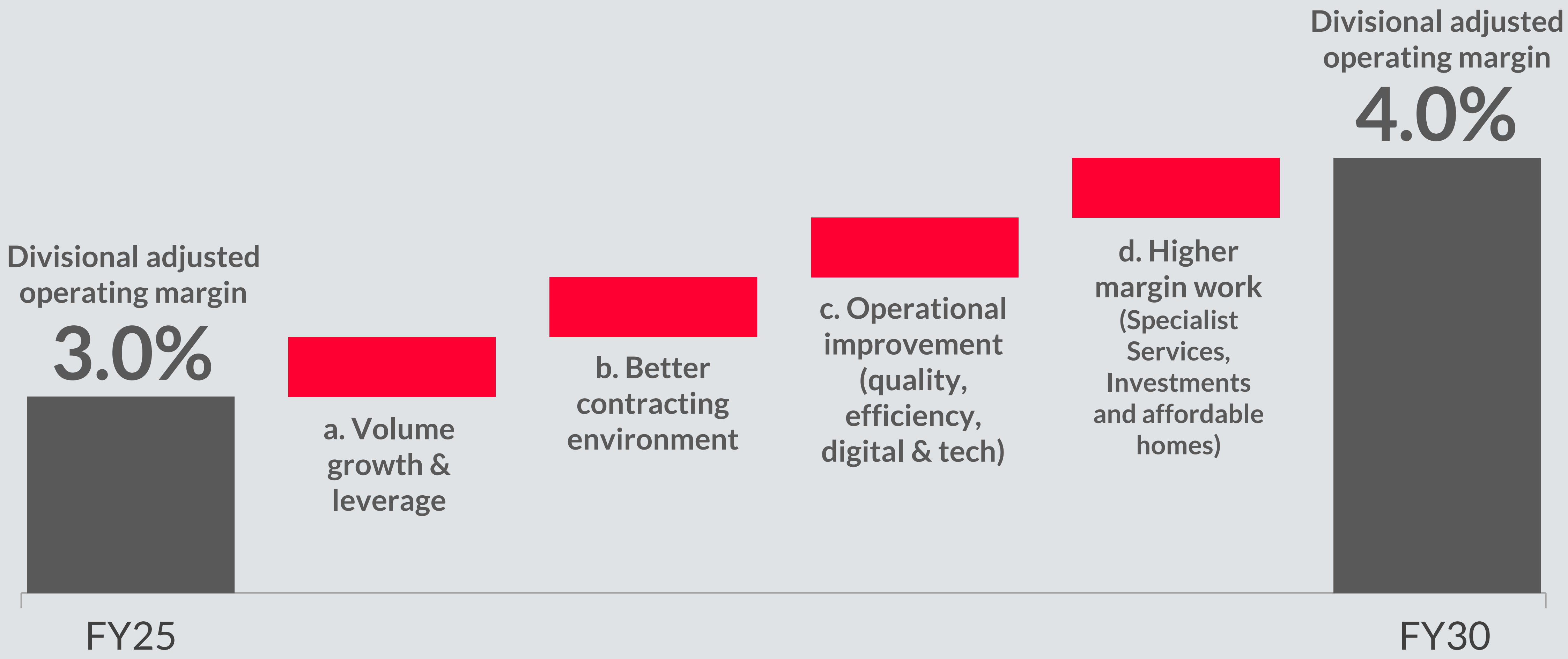
Sustainable Growth Strategy to 2030

GallifordTry

Grow revenue and margin in our three core businesses	Grow our specialist businesses in higher margin, adjacent markets	Re-enter the Affordable Homes market	Leverage our geographical and client footprint across the UK	Continue to generate growing shareholder returns



Margin improvement



Embedded culture of discipline and risk awareness

Illustrative and not in chronological order.

Drivers of revenue growth

a. Volume growth and leverage

GallifordTry

External

Ageing social and economic infrastructure

- Strong Government support and major investment reinforced across our chosen sectors in recent Spending Review.
- Reforms underway to speed up planning.
- Investment in digital, R&D and innovation to boost UK's productivity.

Climate change

- UK's net zero targets.
- Client carbon/net zero requirements are key to work-winning.
- Resilience of buildings and infrastructure.

Population growth

- Ageing and growing population places increased demand on the built environment and UK's infrastructure.
- Significant demand for new affordable homes across the UK.

Internal

Leading position in frameworks and sectors

93% repeat clients.
90% of work in frameworks.

Expansion into adjacent markets

PRS, capital maintenance, asset optimisation, Specialist Services and affordable homes.

Robust markets

a. Volume growth and leverage

GallifordTry

Environment

£104bn

- Total Ofwat settlement for AMP8 period.

Highways

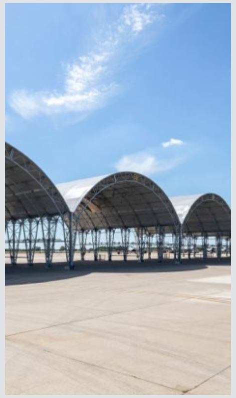
£24bn

- Between 2026-2030 to maintain and improve road networks.

Education

£22bn

- £20bn for School Rebuilding Programme in England.
- £2bn for Learning Estate Investment Programme in Scotland.



Defence

£23bn

- Total annual MOD capital budget.
- £5.1bn Defence Estate Optimisation Portfolio.

Secure and custodial

£11bn

- Capital budget for the MOJ from 2025-2030.

Affordable Homes

£39bn

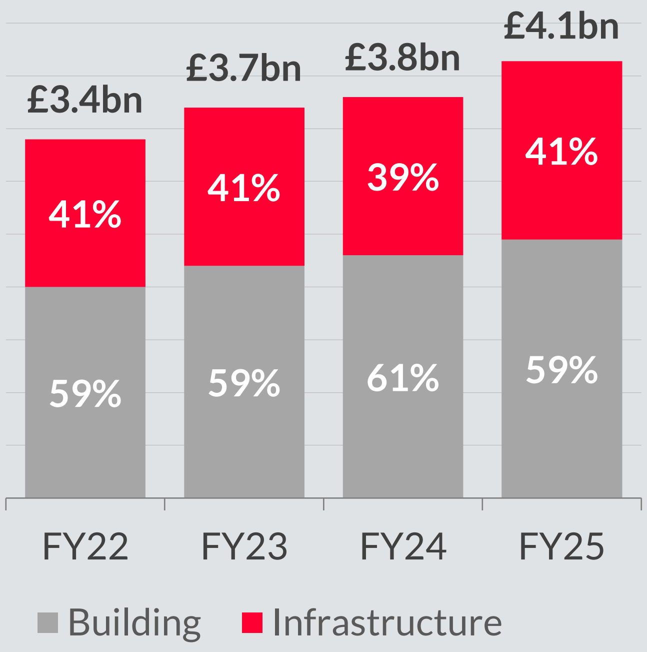
- For Affordable Homes Programme over 10-year period until 2036.

Spending Review and UK Infrastructure 10-Year Strategy confirm major Government investments

Growing, high-quality order book

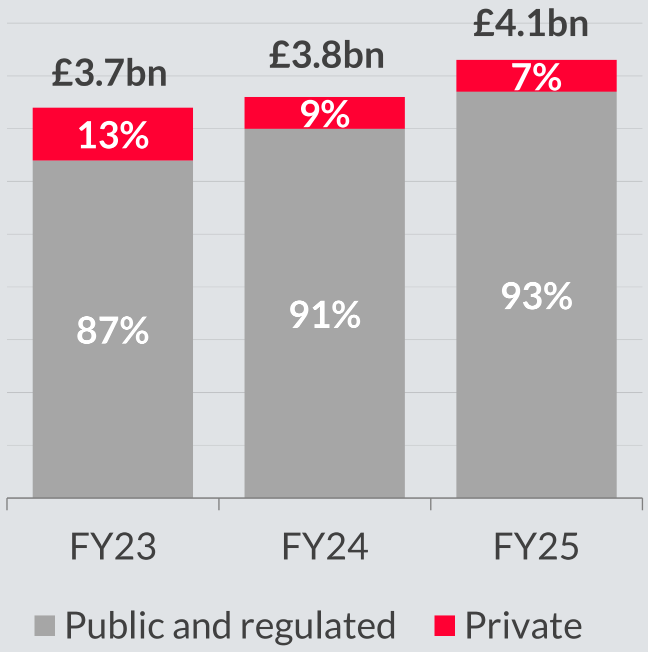
a. Volume growth and leverage

Order book by division



Consistent order book and strong future visibility for FY26 and FY27

Order book by client type



93%
Repeat clients for FY25 (FY24: 93%)

92%
Work secured for FY26 (FY24: 92%)

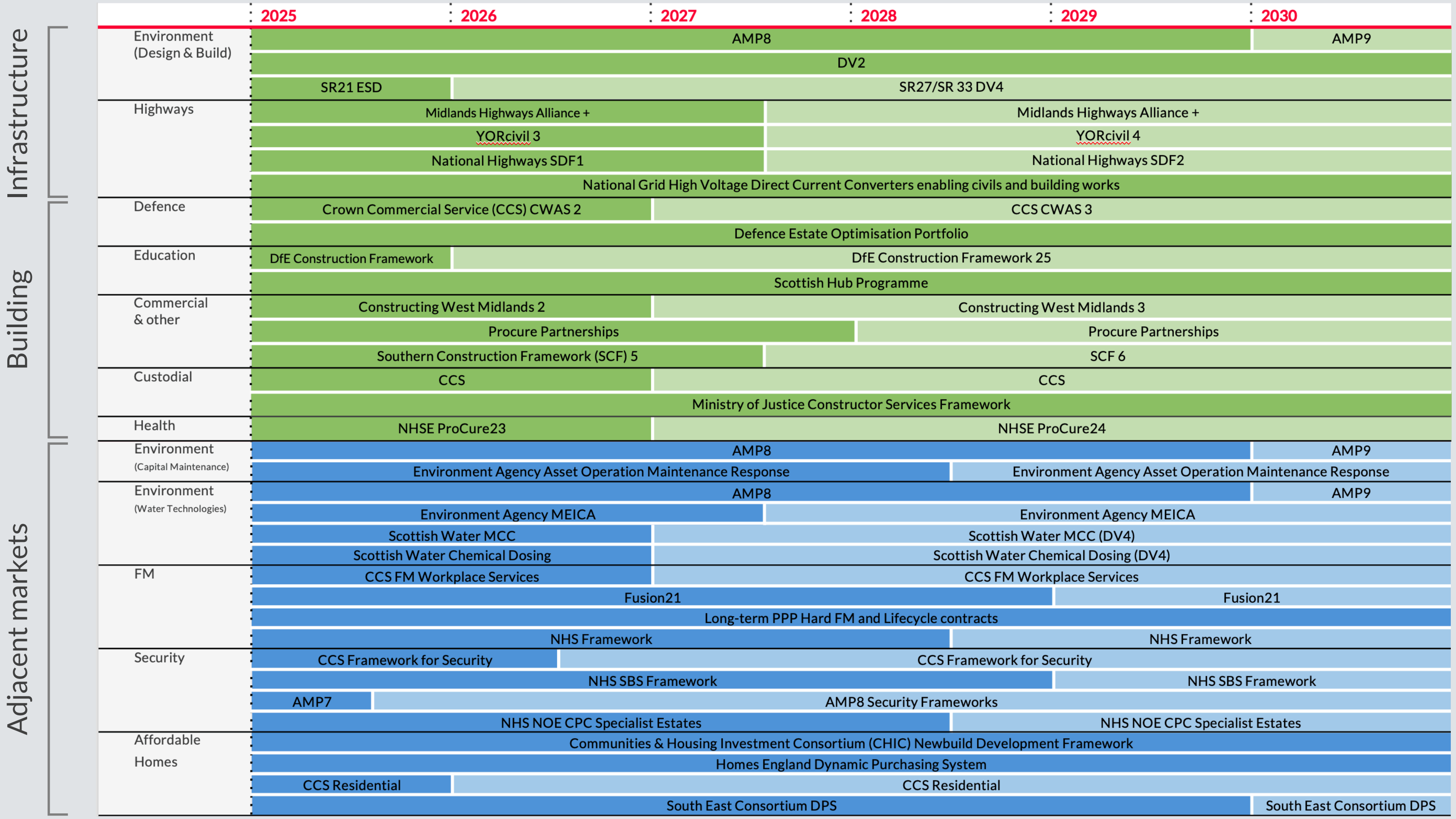
75%
Work secured for FY27 (FY24: 70%)

Why we target frameworks

b. Better contracting environment

- Improved risk allocation.
- Established and well-understood T&Cs.
- Long-term visibility and better strategic planning.
- Long-term client relationships.
- Continuous improvement.

Frameworks provide long-term visibility

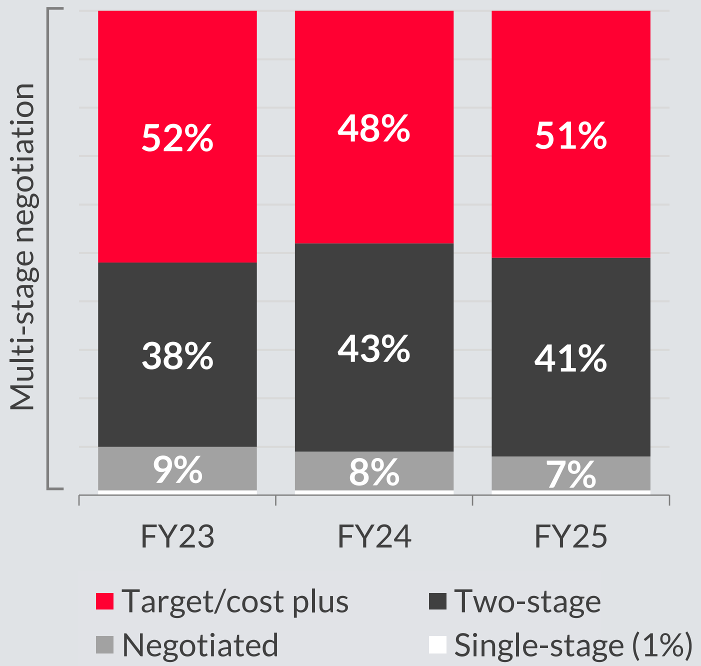


Lighter shade indicates renewals.

Winning work based on quality over price

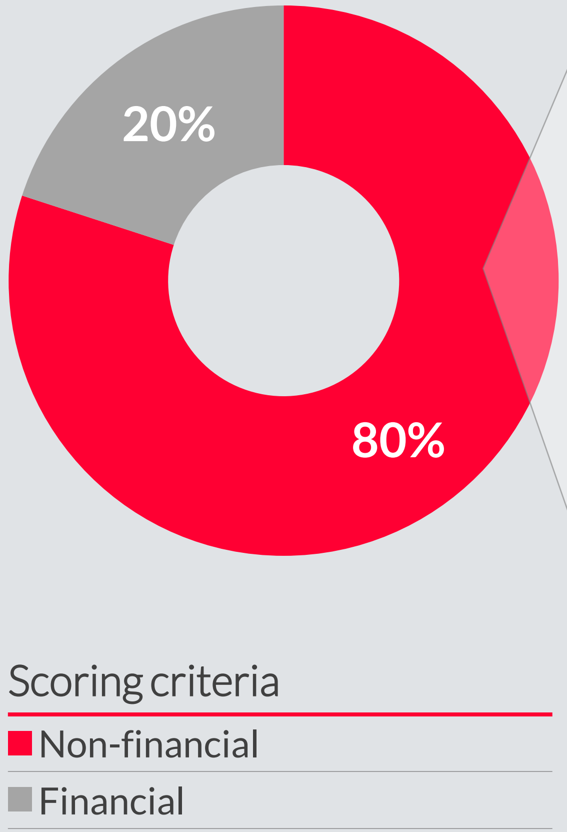
b. Better contracting environment

Order book by procurement route over time



99% of our order book is procured via some form of negotiation.

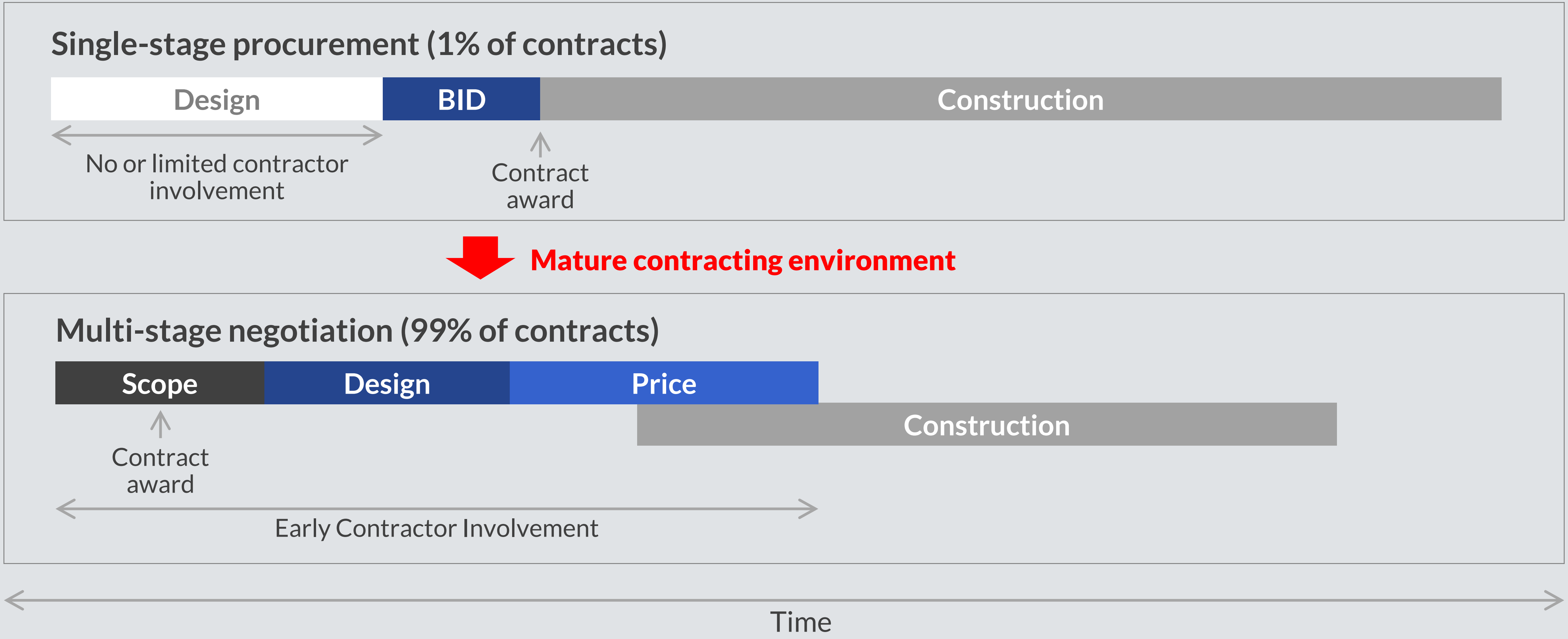
Example of scoring criteria



Management	20%
Project delivery	19%
SHEQ	15%
Sustainability and carbon	8%
Social value	10%
Contract management	8%

Benefits of Early Contractor Involvement

b. Better contracting environment



Improved buildability, pricing and cost-effectiveness leading to de-risked financial outcomes, costing and pricing, and shorter timeline.

Drivers of margin growth

c. Operational improvements

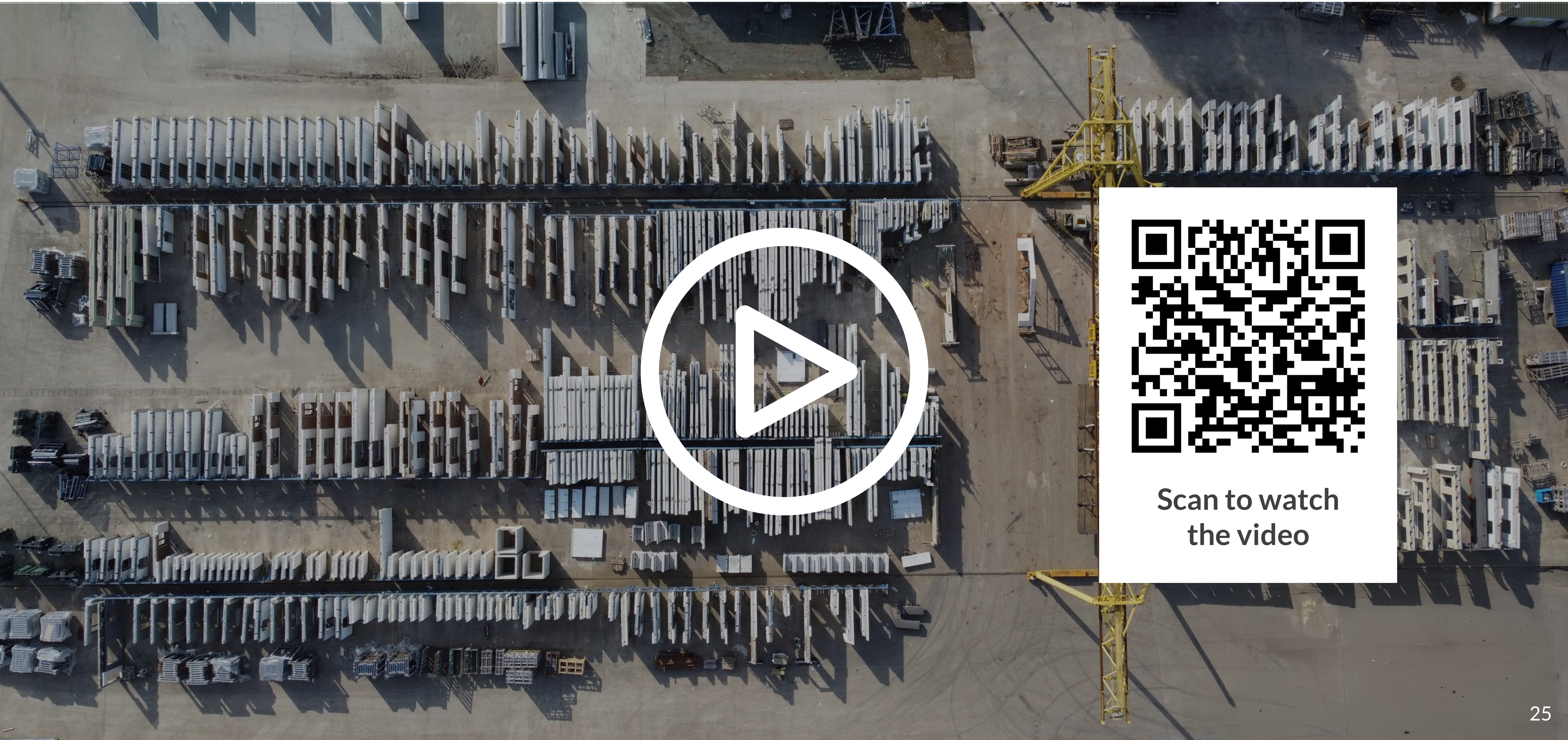
GallifordTry

- **Maturing client procurement and sector attitudes**
- Quality right first-time; reducing time and cost of rework
- Digital tools and processes to drive quality, efficiency and carbon savings
- Increasing capabilities in higher-margin adjacent markets
- **Robust risk management; selective approach to contracts**
- Modern Methods of Construction
- High-quality supply chain
- Overhead leverage

MMC case study: Guildford Crescent, Cardiff

c. Operational improvements

GallifordTry

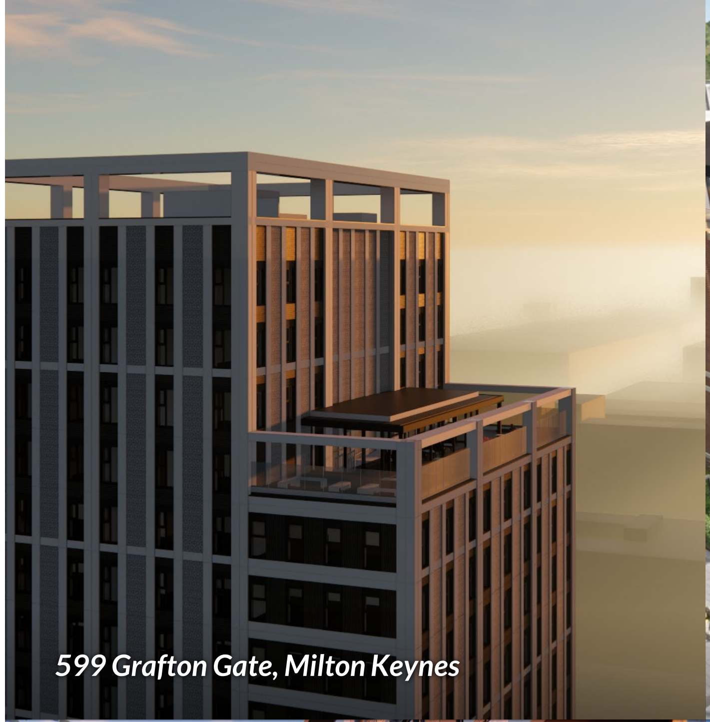


Scan to watch the video

PRS and co-development

d. Higher margin work

- Guildford Crescent, Cardiff underway.
- Preferred bidder on four schemes (FY24: three) with a Gross Development Value of £360m (FY24: £260).
- Eight further schemes in the pipeline with a Gross Development Value of c£900m.



599 Grafton Gate, Milton Keynes

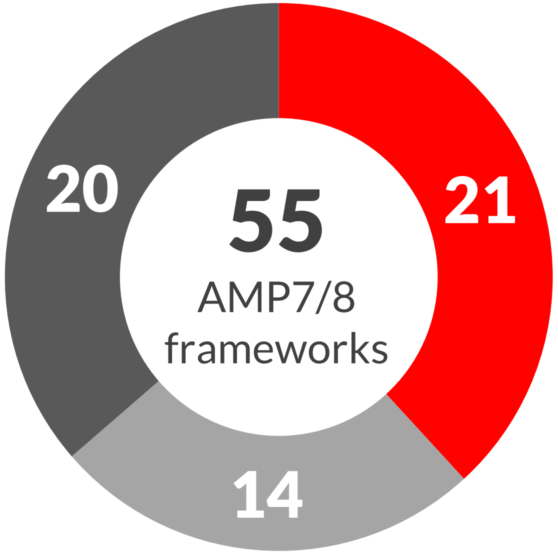
Corah, Leicester

Nottingham Riverside

Avebury Boulevard, Milton Keynes

Excellent water position

d. Higher margin work



■ Design & Build ■ Capital Maintenance ■ Water Technologies

Lintott control panels

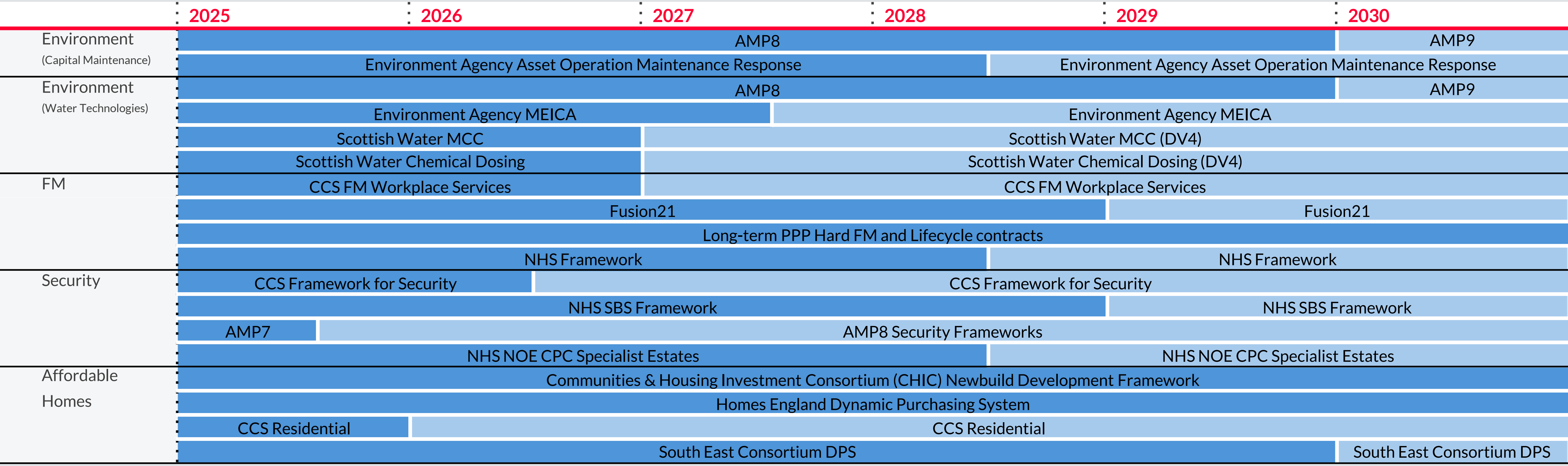
Environment Agency

(Operates across the UK.)

13	We are working with all of the UK’s major water and sewerage companies.
18	Average number of consecutive years working with each client to date.

Growing in higher margin specialist businesses

d. Higher margin work



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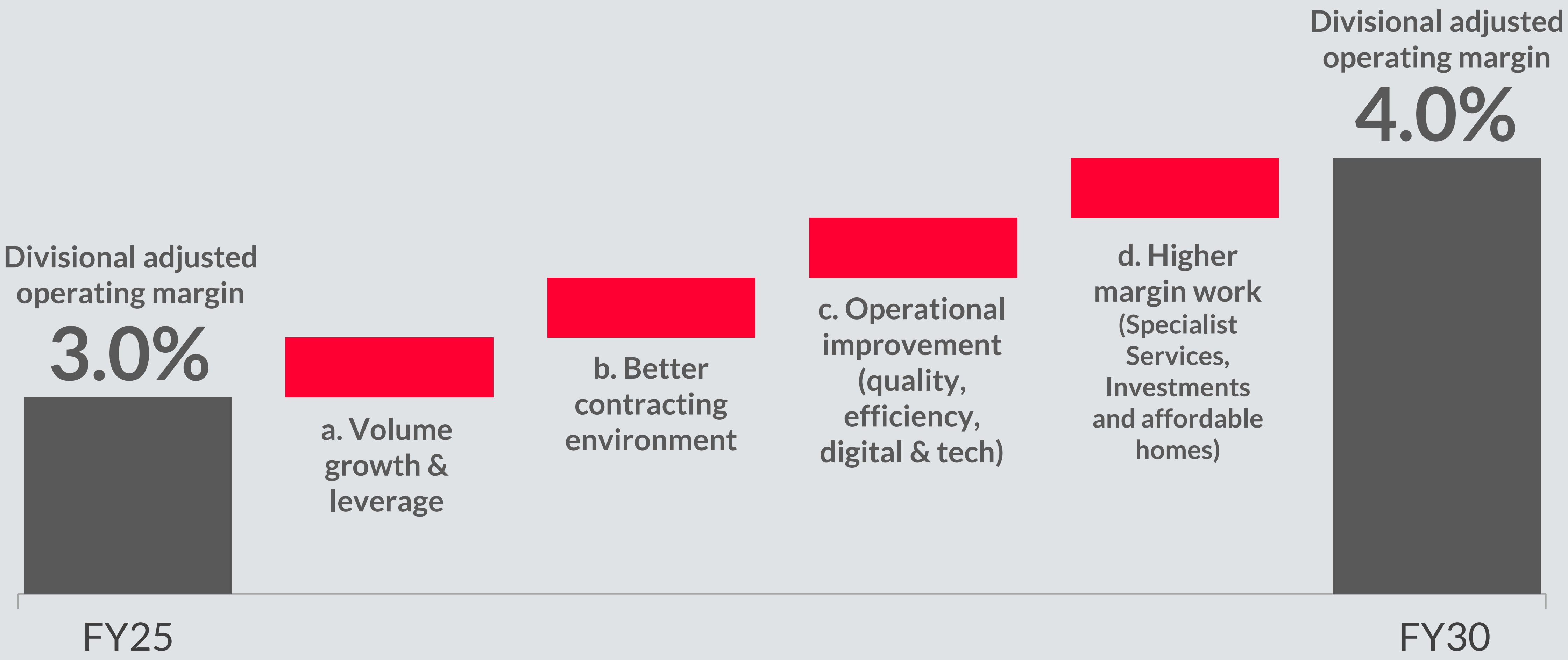
Margin improvement



Embedded culture of discipline and risk awareness

Illustrative and not in chronological order.

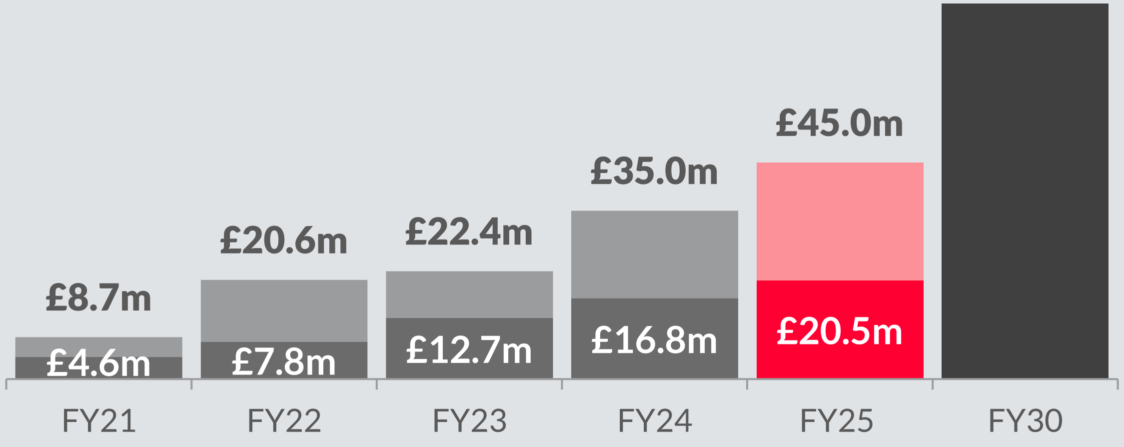
Summary and outlook

Five years of delivery, confident route ahead

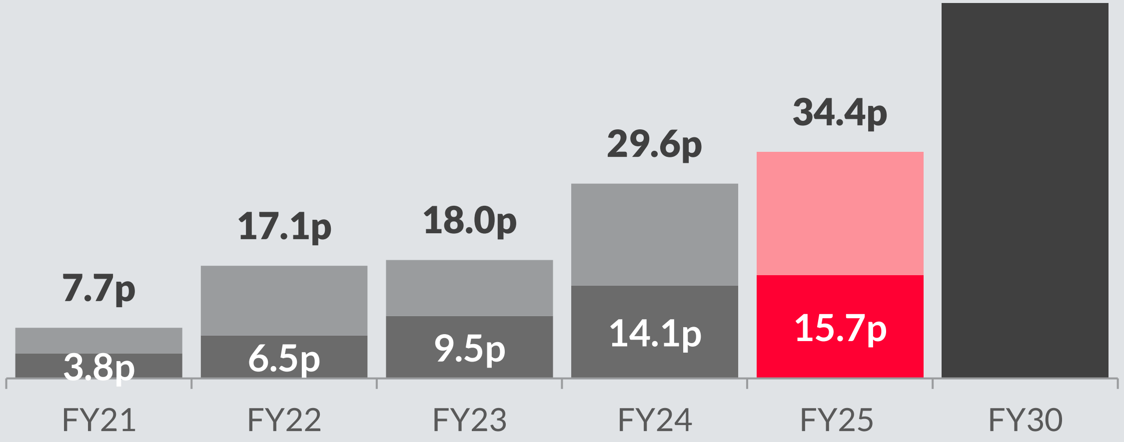
- Another year of strong results.
- Consistent cash conversion of profits; clear capital allocation policy and new £10m share buyback announced.
- Robust diversified order book, high-quality and long-term visibility.
- Strong public and regulated support for our chosen sectors.
- Clear and deliverable strategy to achieve 2030 Sustainable Growth targets.
- On track to deliver further shareholder value.

Confident outlook on further margin and profit progression in 2026 and beyond.

Adjusted PBT[1] up 28.6%



Adjusted EPS[1] up 16.2%



■ 2030 strategic growth targets (indicative).

GallifordTry

Questions

Bill Hocking

Chief Executive

Kris Hampson

Chief Financial Officer

Appendices

1. Video library
2. Sustainable Growth Strategy
3. Better contracting environment
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5. Forward order book
6. Contract types
7. PPP Investments valuation
8. Our approach to M&A
9. Impact of changes in Adjusted Performance Measures
10. Cash and VAT phasing over financial quarter
12. Investment case
12. Our sustainability commitments
13. A destination employer
14. MMC case study; Guildford Crescent

Appendices

1. Video library

Water sector interview with CEO Bill Hocking

Our business

Fact Sheet

Annual Report

(available mid October 2025)

GallifordTry

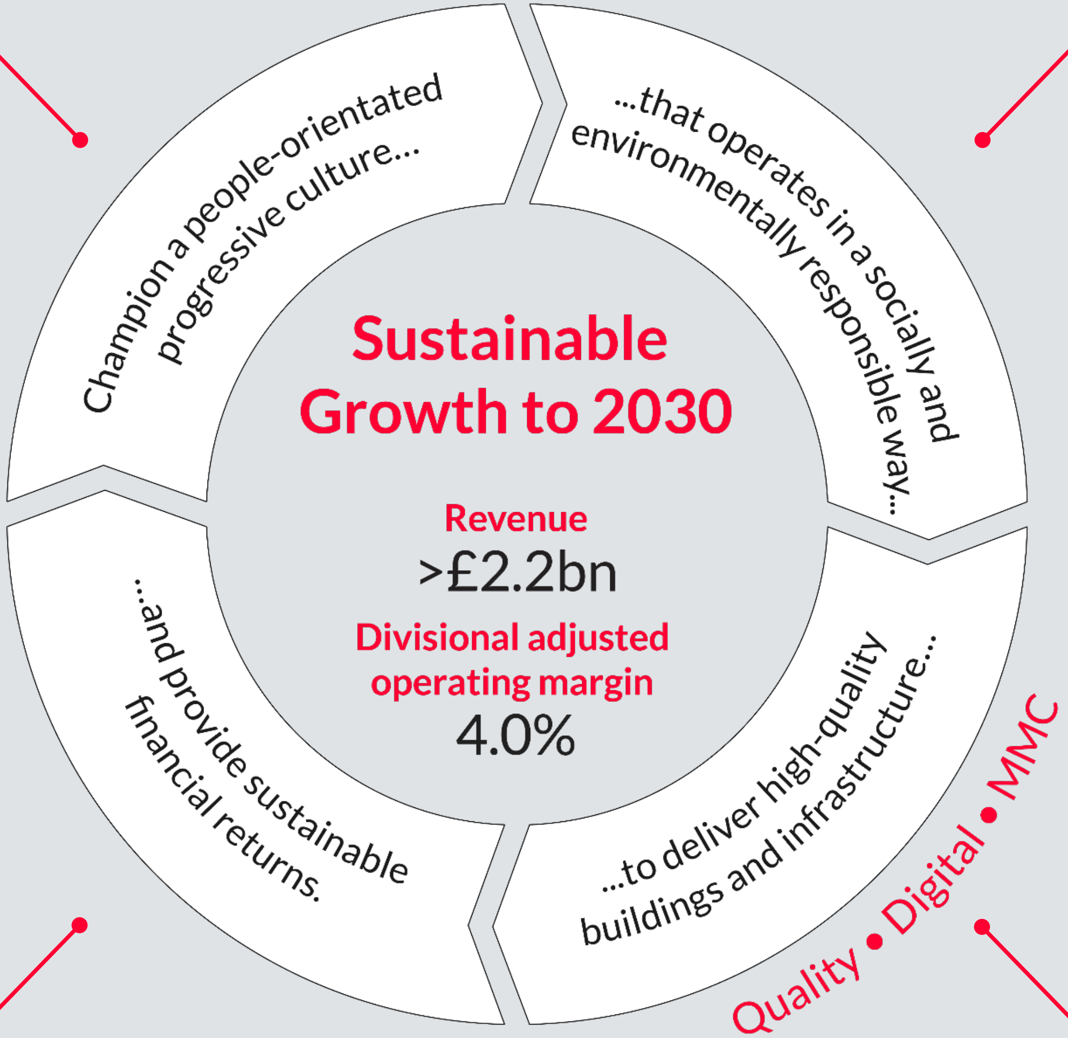
A people-orientated, progressive culture driven by our values.

Health and safety: Prioritising health, safety and wellbeing and ensuring no harm to anyone linked with our operations.

Our people: Creating an inclusive environment and progressive culture that enables all individuals to reach their potential.

Earn a sustainable return on the value we deliver.

- Taking a disciplined approach to selecting the work we take on and carefully managing risk at every stage of the project.
- Delivering strong, predictable cash flows and margin improvement.
- Generating increasing shareholder returns.



Deliver excellence for our clients.

Clients: Delivering lower carbon, superior buildings and infrastructure with a better social footprint for clients in our chosen markets through a focus on innovation, digitalisation and quality.

Supply chain: Aligning our supply chain with our culture and creating collaborative relationships that deliver best practice, innovation and sustainable outcomes for clients, communities and the environment.

Protect the environment and create greater social value for communities.

Environment and climate change: Adopting sustainable resourcing and consumption practices and taking measures to mitigate carbon production and climate change to protect our environment and biodiversity.

Communities: Making a positive impact in communities where we operate by delivering greater social value and improving lives.

Appendices

3. Better contracting environment

Procurement Act 2023

The Construction Playbook 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.
- **Encouraging Government clients to shift towards value-based procurement**, which considers the whole-life costs of a project and quality outcomes.

The Procurement Act (effective of February 2025)

- **Publication of Pipeline Notices** for contracting authorities expecting to spend over £100m on contracts >£2m, which will aid us with pipeline planning.
- **A change in the assessment of competitive tenders** from 'most economically advantageous tender' to 'most advantageous tender'.
- **Direct Award procedures** in circumstances, such as repeat work or urgent requirements such as Defence and Security.

Appendices

4. Why we target frameworks

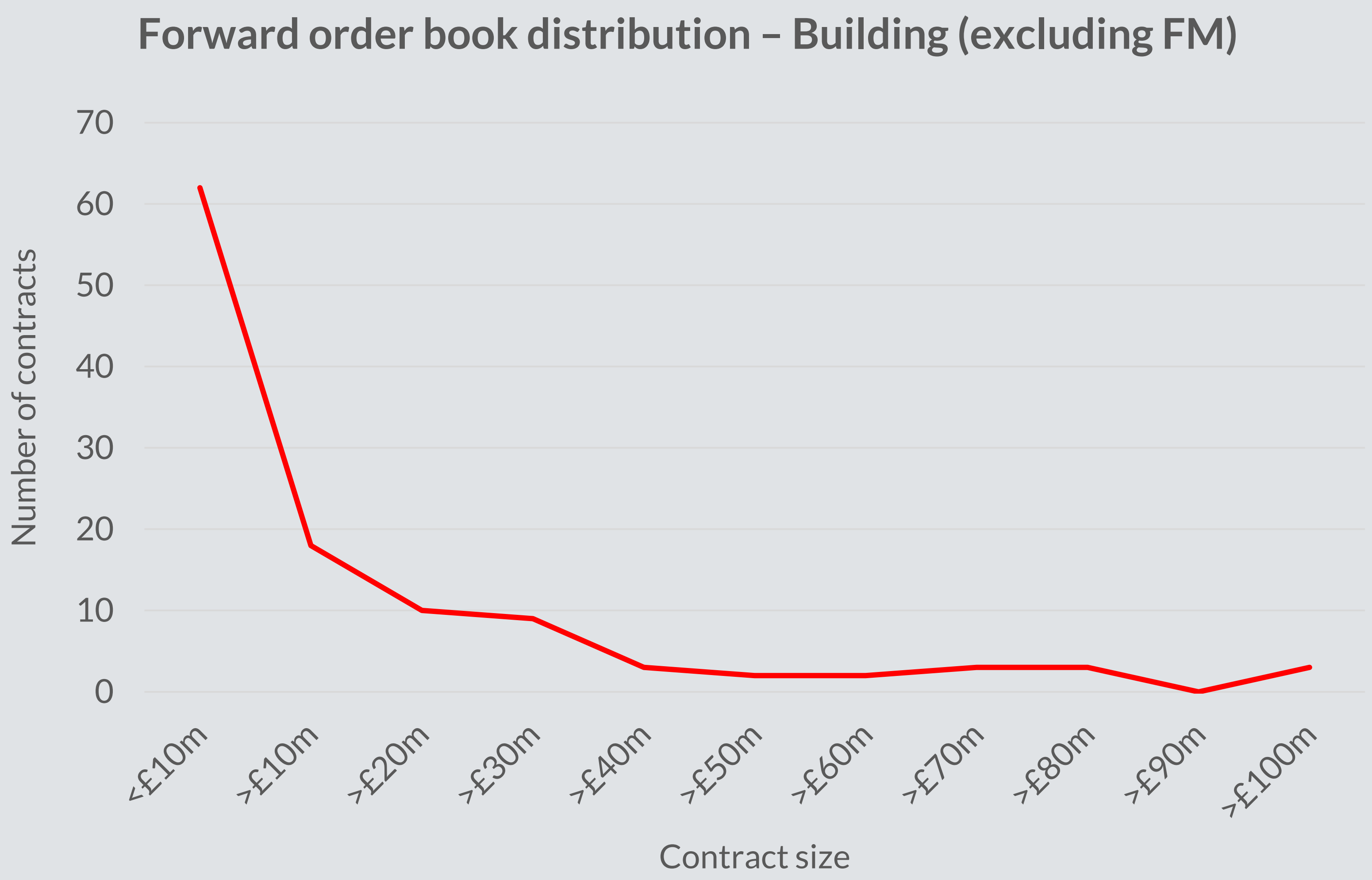
Improved risk and favourable outcomes

- Improved risk allocation:
  - Established and well-understood terms and conditions.
  - Long-term client relationships.
  - Predictable behaviours.
  - Certainty in tendering and typically reduced cost of tenders.
- Frameworks allow strategic planning:
  - Long-term visibility.
  - Continuous improvement.
  - Enhanced project outcomes.

Appendices

5. Forward order book

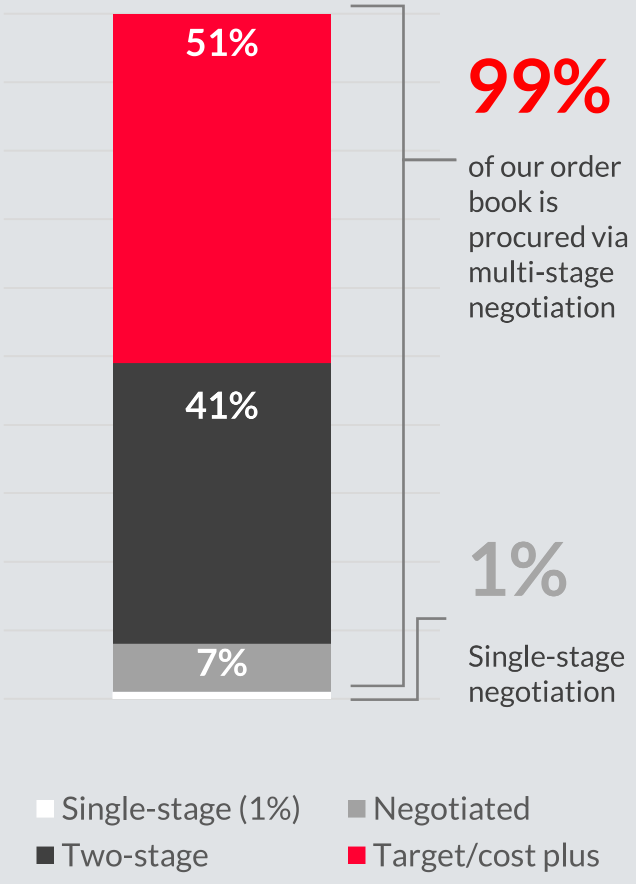
- <£20m average contract size.



Appendices

6. Contract type: multi-stage negotiation, early contractor involvement

Order book procurement



Target cost/cost plus: an agreed target cost plus our overhead and profit is agreed based on our initial estimate and builds in our overhead, profit, risk and inflation contingencies. Cost savings/overspends against the target are shared between us and the client.

Two-stage tendering: an initial information stage facilitates early collaboration between us and the client, helping to ensure design, cost certainty and project timescales. We then submit details under a pre-construction agreement which includes project preliminaries, method statements, design, overheads and profit. The second stage is a package pricing exercise, using the criteria agreed in the first stage, and where the contract is negotiated by us, subject to the approval of the design team.

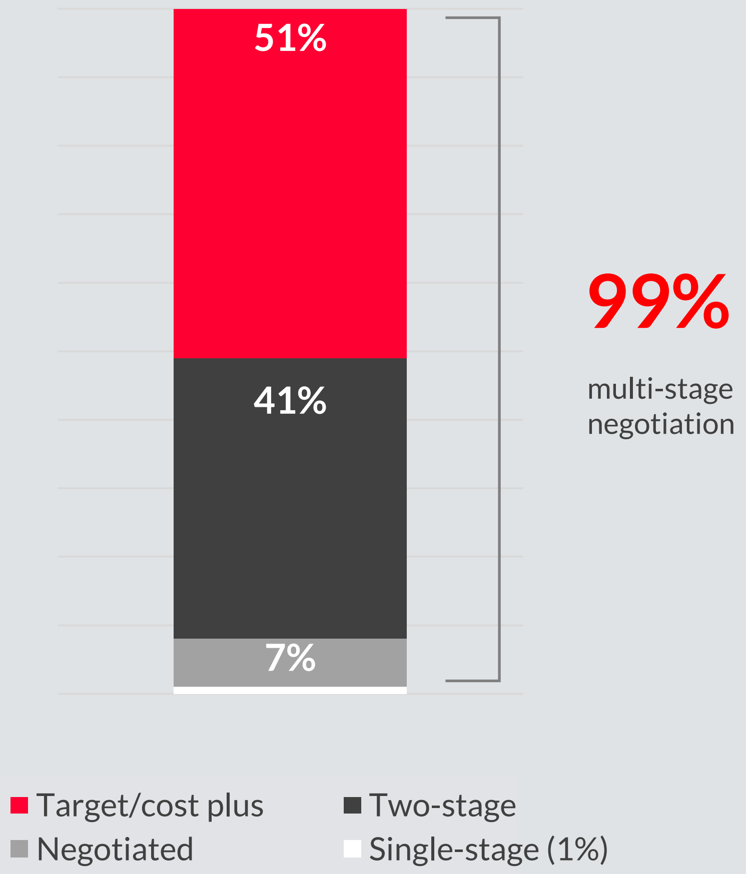
Negotiated tendering: the client approaches us and the terms of the contract and price are then negotiated. The benefit of this route for the client is the speed with which a price can be obtained for the work although they lose any potential competitive process.

Single-stage tendering: projects are priced with margin, risk and inflation contingencies, with all the relevant information provided by the client at the point of issue. This procurement route means that clients are unable to benefit from early contractor engagement.

Appendices

6. Contract type: multi-stage negotiation, early contractor involvement

Order book procurement



Benefits of multi-stage negotiation

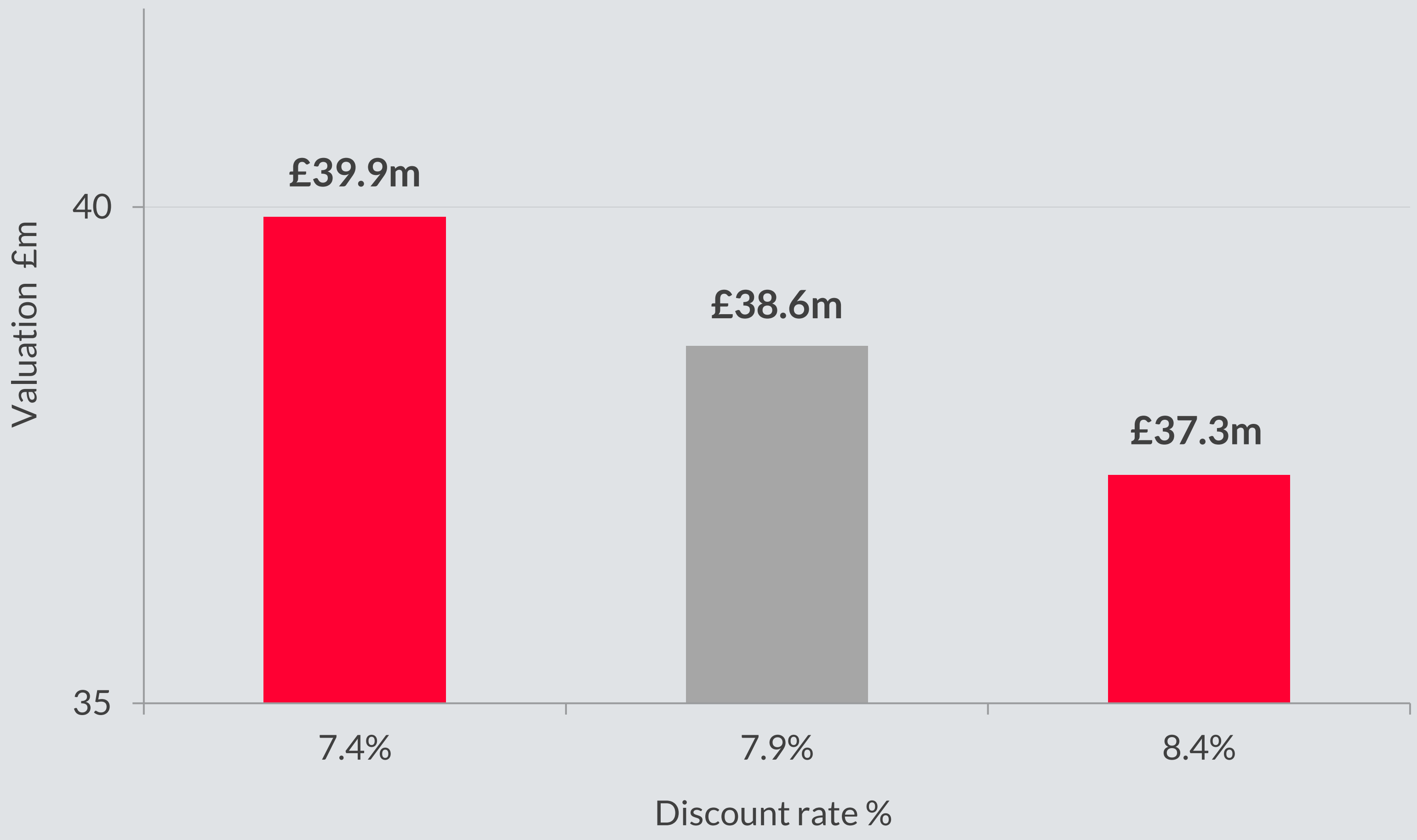
- **Improved buildability, programme, and construction risk through earlier collaboration** between designers, contractor and supply chain.
- **Improved innovation** by enabling us to share expertise and ideas early in the design phase.
- **Reduced costs by mitigating risks** early, fewer changes to design and subsequently less delays during construction.
- **Quicker delivery** as a result of more efficient planning and mobilisation of resources.
- **More reliable budgets and accurate cost estimates.**

Lower operational and financial risk profile

Appendices

7. PPP Investments valuation

PPP Investments valuation



Appendices

8. Our approach to M&A

Our 2030 strategic targets do not assume any further acquisitions, however our capital allocation framework allows for investment in M&A given the following criteria are met.

Strategic criteria	Financial criteria
Existing or adjacent sectors	Returns exceed cost of capital hurdles
Complementary expertise/geographies to existing operations	Contractual liabilities and order book quality
Strong cultural fit (risk and people)	Higher margin growth opportunities

Acquisition history

October 2021	nmcn, Lintott
July 2022	MCS Control Systems
November 2022	Ham Baker
November 2023	AVRS Systems

Appendices

9. Impact of changes in Adjusted Performance Measures

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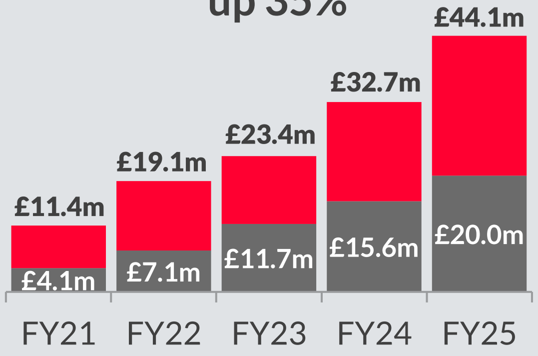
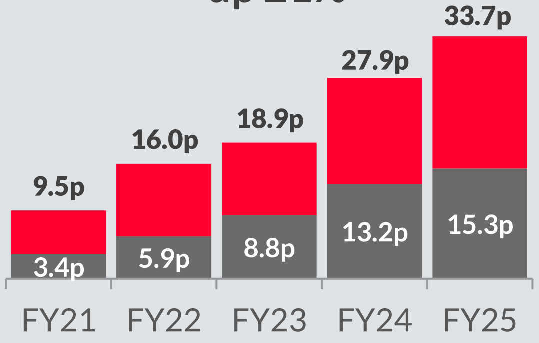
Pre definition change

H1 FY

FY25 pre-exceptional PBT up 35%



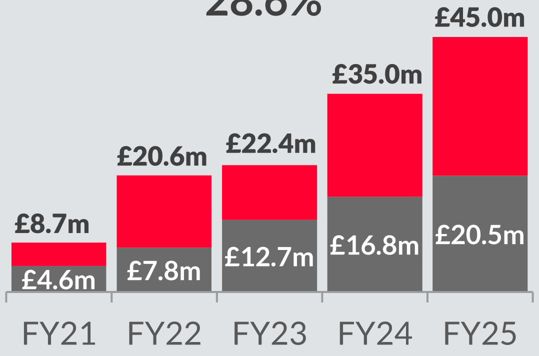
FY25 pre-exceptional EPS up 21%



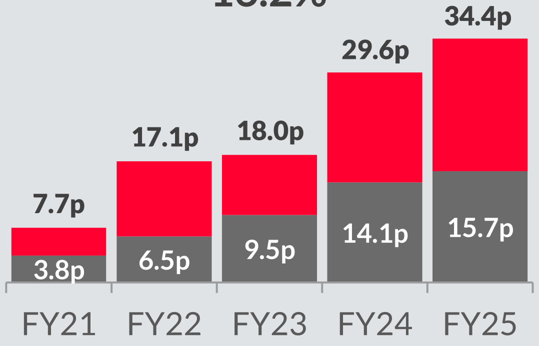
Post definition change

H1 FY

FY25 adjusted PBT up 28.6%



FY25 adjusted EPS up 16.2%



Adjusted profit before tax

This measure has been changed to exclude amortisation of acquired intangible assets with the following impacts for FY25 and FY24:

- FY25: £0.9m improvement as a result of adjusted metric.
- FY24: £2.3m improvement in prior year as a result of adjusted metric.

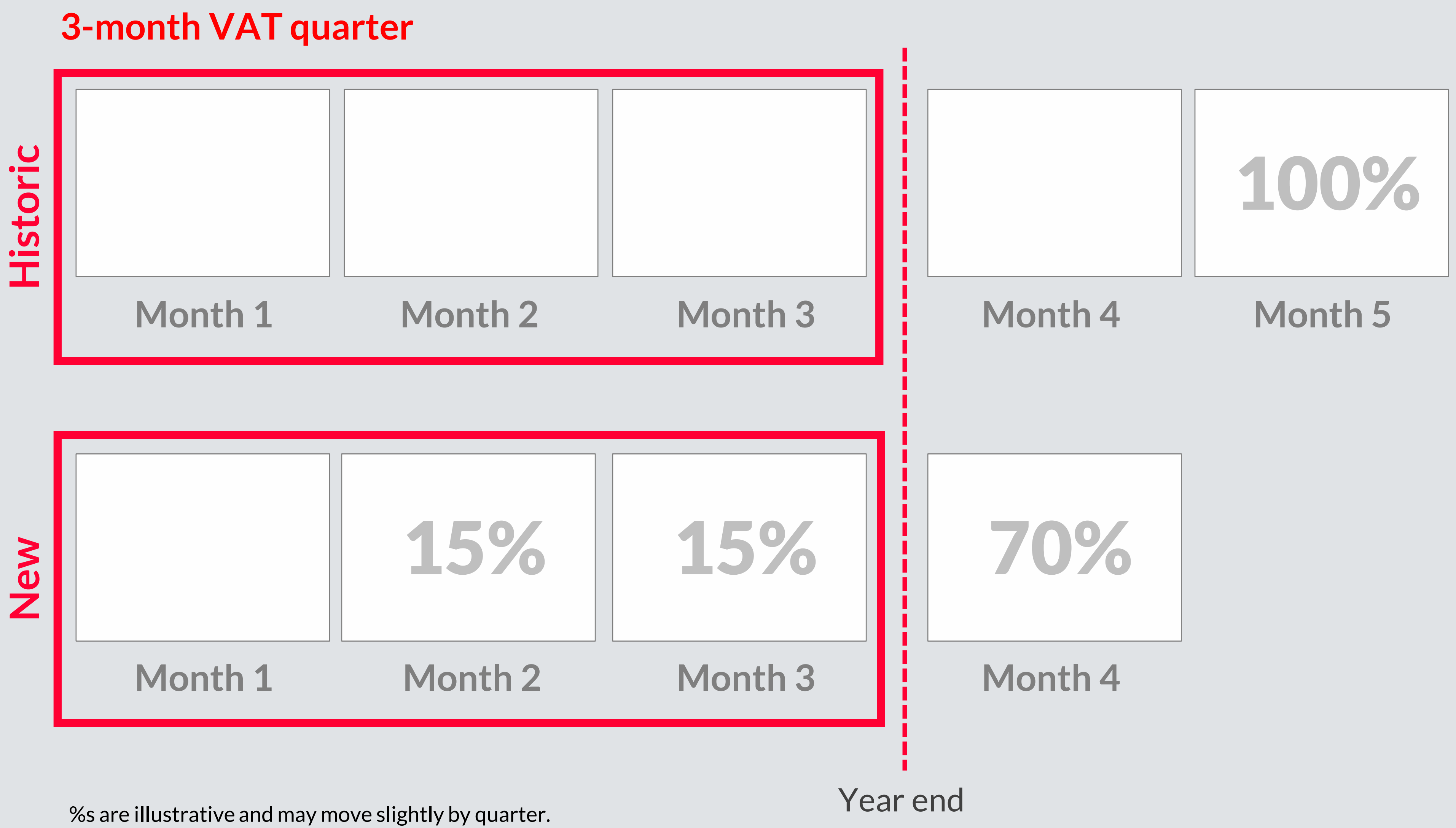
Adjusted earnings per share

This measure has been changed to exclude amortisation of acquired intangible assets.

- FY25: 0.7p improvement as a result of adjusted metric.
- FY24: 1.7p improvement in prior year as a result of adjusted metric.

Appendices

10. Cash and VAT phasing over financial quarter



2025 impact on average month-end cash of £8m and expected 2026 impact of £18m.

2025 average cash c£161m vs reported c£179m on a rebased full year new VAT cycle basis.

%s are illustrative and may move slightly by quarter.

A compelling investment

High-quality business operating in robust markets generating growing returns

Robust market opportunity

Excellent position in chosen sectors.

Non-cyclical demand driven by ageing infrastructure, growing population and climate change.

Strategy for growth in adjacent markets with higher margins.

More mature contracting environment

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.

A progressive culture

Retain, gain and develop employees who share our vision, values and purpose.

Focus on quality and innovation, using digitalisation.

Embedded ESG strategy.

Strong financial position

Track record of financial delivery.

Strong balance sheet; no bank debt or pension liabilities.

Margin growth.

Increasing shareholder returns.

Appendices

12. Our sustainability commitments

Strategic priorities	Sustainability pillars		FY24	FY25	Ambition
Progressive culture	Health and safety	Lost Time Frequency Rate	0.14	0.09	No harm
		Accident Frequency Rate	0.04	0.03	No harm
	Our people	Early careers as a % of total employees	10.2%	10.1%	>9.0%
		Women as a % of total employees	22.5%	23.0%	YoY increase
		Employee advocacy	87%	87%	>80%
Socially responsible delivery	Environment and climate change	Scope 1 and 2 carbon emissions market-based(CO_2e tonnes)	10,486	14,811	Net zero by 2030
		Verified Scope 3[1] carbon emissions (CO_2e tonnes)	7,128	8,874	42% reduction by 2030
		Waste intensity (tonnes/£100K revenue)	17.7	12.4	YoY reduction
	Communities	% of completed projects delivering >25% of Social and Local Economic Value as % of contract value	79%	83%	60%
		CCS performance	42.9	43.9	>39 and above industry ave
Quality and innovation	Clients	% of repeat business in order book	92%	93%	>80%
		% of full year planned revenue secured at start of the financial year	92%	92%	>85%
	Supply chain	% of Business Unit core trades spend with Aligned subcontractors	61%	59%	70%-80%
		Prompt payment – % of invoices paid within 60 days	96%	97%	>95%

[1]Includes the Scope 3 categories that are included in the external verification - business travel, employee commuting, and fuel and energy-related activities.

Appendices

12. Our sustainability commitments

GallifordTry

Environment: carbon | biodiversity | resources

59% reduction in Scope 1 and 2 carbon emissions since 2012*

98% of our company car fleet is electric/plug-in hybrid

12.4 tonnes of waste per £100,000 of revenue

2030 Net zero by 2030 within our operations and by 2045 across all operations

Social: No harm | talent | community

0.03 Accident Frequency Rate

87% Employee advocacy score

No1 Apprentice & Grad Employer in Construction

c£1bn Social and local economic value delivered

26 days taken on average to pay suppliers

Governance and reporting

SCIENCE BASED TARGETS — DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

CDP — DRIVING SUSTAINABLE ECONOMIES

MSCI ESG RATINGS AAA

clearassured BRONZE

disability confident EMPLOYER

GREEN ECONOMY MARK — LONDON STOCK EXCHANGE

WINNER The JobCrowd TOP COMPANY FOR APPRENTICES TO WORK FOR 2024/25 CONSTRUCTION & CIVIL ENGINEERING

Platinum — MEMBER OF The 5% Club

*Adjusting for acquisitions.

Appendices

13. A destination employer

4,300

Employees in our business

87%

Employee advocacy score

401

Promotions

10.7%

Churn

No1

Construction & civil engineering employer for apprentices and graduates

Appendices

14. MMC case study; Guildford Crescent

The Rise is a landmark project, which will become one of Cardiff's tallest buildings, delivering 272 Private Rented Sector (PRS) apartments, retail units, and amenity spaces.

The project is privately funded by Lloyds Living, with Galliford Try Investments acting as the client, and our Building division undertaking construction.

Situated on a tight site bordered by a railway station, this feat of construction would not have been possible without our adoption of Modern Methods of Construction.

The project 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. This included the use of pre-cast concrete panels that integrate façade, floor planks, internal walls, and stairwells; pre-assembled bathroom and shower pods and MEPV (Mechanical, Electrical, Plumbing and Ventilation) modules.

Disclaimer

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