GallifordTry

# Investor Presentation

## Consistent, sequential and profitable growth

September 2026

V1 17.09.26

# Agenda

Full year results to
30 June 2026

Business overview

Financial review

Sustainable Growth to 2030

Q&A


# 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

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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 >£50m. | 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. |

# One of the UK's leading construction groups

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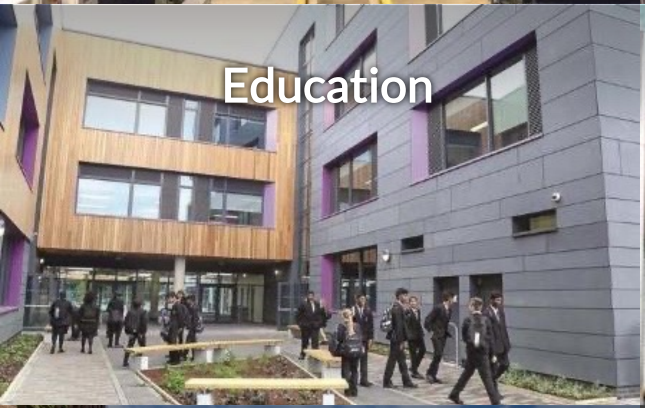


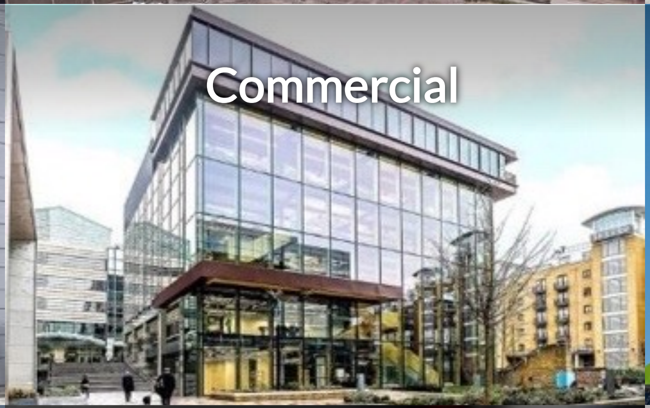


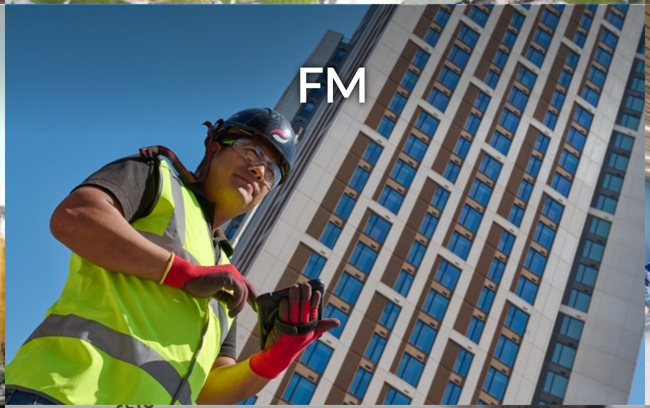






GallifordTry Morrison Construction

| Building | Specialist Services | Infrastructure | Environment (Water) |
|---|---|---|---|
| ▪ Education<br>▪ Health<br>▪ Defence<br>▪ Custodial<br>▪ Commercial<br>▪ Private Rented Sector<br>▪ Affordable Homes | ▪ Investments<br>▪ Digital Infrastructure<br>▪ Facilities Management<br>▪ Active and passive fire protection and Façade remediation<br>▪ Asset security<br>OAK SPECIALIST SERVICES<br>GallifordTry Digital Infrastructure<br>ASSET INTELLIGENCE<br>GallifordTry Facilities Management<br>NENE VALLEY FIRE & ACOUSTIC LTD. | ▪ Roads<br>▪ Bridges<br>▪ Public realm<br>▪ Multi-modal transport interfaces | ▪ Asset Creation<br>▪ Design services<br>▪ Capital and Asset Maintenance<br>▪ Water Technologies<br>LINTOTT Pioneering service<br>HAM BAKER ENGINEERING Pioneering service<br>AVRSSYSTEMS<br>GallifordTry Fabrications |

# Our clients

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love every drop anglianwater

SEVERN TRENT

NORTHUMBRIAN WATER living water

Leicestershire County Council

Department for Education

Ministry of Justice

Ministry of Defence

Southern Water

Wessex Water YTL GROUP

Affinity Water

West Lothian Council

Department of Health

Homes England

Crown Commercial Service

Scottish Water Trusted to serve Scotland

Thames Water

United Utilities

Bromley THE LONDON BOROUGH

national highways

BAE SYSTEMS

RELATED ARGENT

Dŵr Cymru Welsh Water

YorkshireWater

South Staffs Water

Lincolnshire COUNTY COUNCIL Working for a better future

AXA

SCOTTISH FUTURES TRUST

NHS

South West Water

hub

Cumberland Council

nationalgrid

Hyde

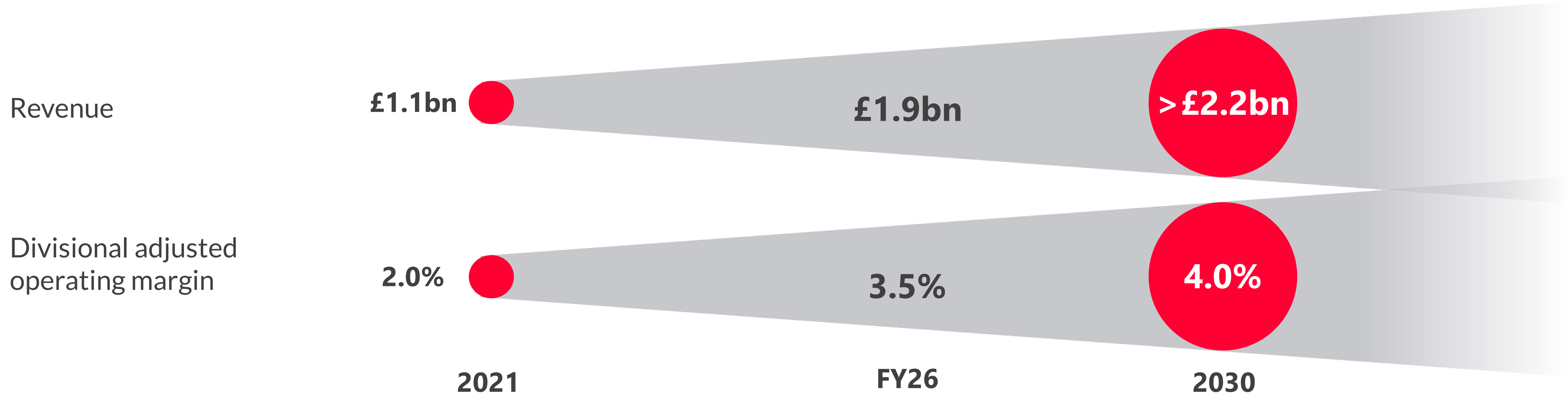
CLARION HOUSING

SNG Sovereign Network Group

# Sustainable Growth Strategy targets

Excellent progress against 2030 objectives; confident outlook

| | | | | |
|---|---|---|---|---|
| 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 grow earnings, capital allocation and returns |



# Our sustainability commitments

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## Environment: carbon | biodiversity | resources

55% reduction in Scope 1 and 2 carbon emissions since 2012*.

99% of our company car fleet is electric/plug-in hybrid.

91% of our directly-purchased electricity is from renewable sources.

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

## Social: No harm | talent | community

0.06 Accident Frequency Rate.

85% Employee advocacy score.

No1 Apprentice & Grad Employer in Construction.

£527m Social and local economic value delivered.

27 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

SILVER clearassured The DEI & culture standard

disability confident EMPLOYER

GREEN ECONOMY MARK LONDON STOCK EXCHANGE

The JobCrowd TOP COMPANY FOR APPRENTICES & GRADUATES TO WORK FOR 2025/26

The 5% Club

*Adjusting for acquisitions.

# Financial review

*The Rise, Cardiff*

## Kris Hampson

Chief Financial Officer

# Strong momentum delivers sixth year of profitable growth

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**£1.93bn** +3.0%
**Revenue**
(FY25: £1.88bn)

**3.5%** +53bps
**Divisional adjusted operating margin**[1,2]
(FY25: 3.0%)

**£55.9m** +24.2%
**Adjusted profit before tax**[1]
(FY25: £45.0m)

**42.4p** +23.1%
**Adjusted basic earnings per share**[1]
(FY25: 34.4p)

**23.5p** +23.7%
**Full year dividend per share**
(FY25: 19.0p)

**£216.2m** +21.0%
**12-month average month-end cash**
(FY25: £178.7m)

**£4.3bn** +5.0%
**Order book**
(FY25: £4.1bn)
Work secured for FY27: 90%
Work secured for FY28: 62%

**£15m**
**Share buyback announced**

[1]Adjusted defined as before exceptional items and amortisation of acquired intangibles.
[2] Divisional adjusted operating margin defined as divisional adjusted operating profit as a percentage of combined Building and Infrastructure division revenue.

# Broad based progress across the income statement

## Commercial discipline and operational execution drive growth

- Six consecutive years of revenue and profit growth.
- Revenue up 3.0% - ahead of expectations.
- Adjusted PBT up strongly by 24.2% driven by:
  - Commercial discipline and quality project execution across Building and Infrastructure.
  - Growing contribution from higher margin Specialist businesses.
  - Disciplined management of higher cash balances drives interest up c45%.
- No exceptional items (FY25: £nil).
- Divisional adjusted operating margin up 53bps to 3.5%; sequential growth towards 2030 target of 4.0%.
- Full year dividend of 23.5p per share, up 23.7% from prior year, and in line with EPS growth.
- New share buyback of £15m announced.

| | FY26 | FY25 | Var |
|---|---|---|---|
| Revenue (£m) | **1,931.1** | 1,875.2 | +3.0% |
| Adjusted operating profit (£m) | **49.5** | 40.6 | +21.9% |
| Divisional adjusted operating margin(%) | **3.5** | 3.0 | +53bps |
| Interest (£m) | **6.4** | 4.4 | +45.5% |
| Adjusted profit before tax (£m) | **55.9** | 45.0 | +24.2% |
| Statutory tax £(m) | **(13.8)** | (10.5) | +£3.3m |
| Adjusted effective tax rate (%) | **25.0** | 23.9 | +4.9% |
| Amortisation (£m) | **0.9** | 0.9 | - |
| Profit before tax (£m) | **55.0** | 44.1 | +24.7% |
| Adjusted basic earnings per share (p) | **42.4** | 34.4 | +23.1% |
| Dividend per share (p) | **23.5** | 19.0 | +23.7% |

### Adjusted Performance Measures (APMs)

Adjusted profit and EPS measures exclude the impact of exceptional items and the amortisation of acquired intangible assets. There were no exceptional items in the year (FY25: £nil) and amortisation of acquired intangible assets was £0.9m (FY25: £0.9m).

# Building division

## Strong margin progression and confident outlook

| | FY26 | FY25 | Var |
|---|---|---|---|
| Revenue (£m) | **951.0** | 964.7 | (1.4)% |
| Adjusted operating profit (£m) | **33.1** | 28.1 | +17.8% |
| Adjusted operating margin (%) | **3.5** | 2.9 | +57bps |
| Order book (£bn) | **2.7** | 2.4 | +8.3% |
| Average contract size (£m) | **19.0** | 19.1 | £(0.1)m |
| Average live contracts in FY | **117** | 115 | +2 |
| Headcount | **1,369** | 1,358 | 0.8% |

- Macro uncertainty delayed some public sector preferred bidder conversions; confident outlook for FY27 with 93% work secured.
- Strong margin accretion of 57bps driven by:
  - Improved bidding margins.
  - High-quality project delivery.
  - Increased contribution from FM operations.
- Order book supports growth plans in FY27 and beyond, with excellent pipeline visibility and framework wins.

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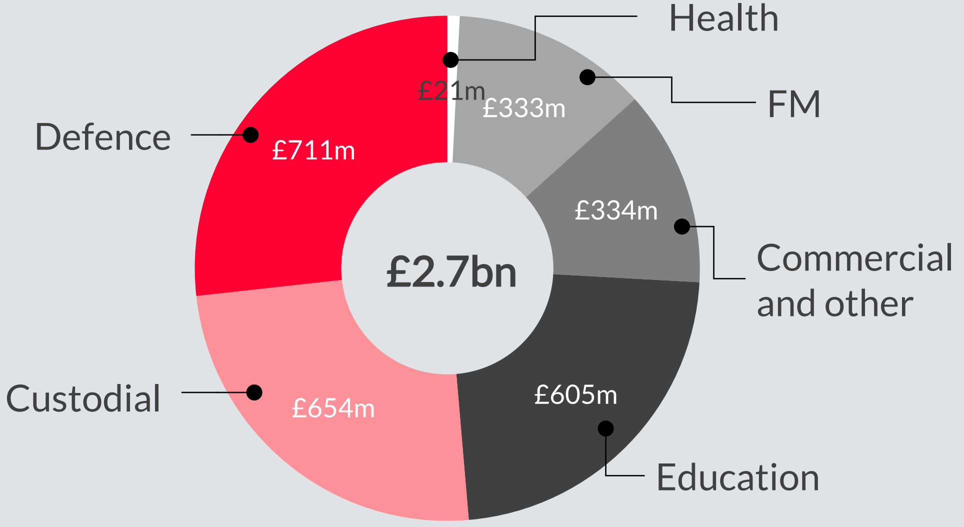
## High-quality order book




**93% of work already secured for FY27 and 60% for FY28**

*£85.5m Paisley Grammar School Community Campus, Renfrewshire*

# Infrastructure division

Strong margin growth across Environment and Highways

| | FY26 | FY25 | Var |
|---|---|---|---|
| Revenue (£m) | **971.6** | 902.5 | +7.7% |
| Adjusted operating profit (£m) | **34.3** | 27.4 | +25.2% |
| Adjusted operating margin (%) | **3.5** | 3.0 | +49bps |
| Order book (£bn) | **1.7** | 1.7 | +0.1% |
| Average live contracts in FY | **462** | 426 | +36 |
| Headcount | **2,736** | 2,680 | +2.1% |

- Revenue driven by exceptional performance in Highways and smooth transition to the AMP8 water programme.
- Strong margin improvement driven by:
  - Three multi-year, major roads projects completed during the period including Carlisle Southern Link Road, the A47 Blofield scheme and the Melton Mowbray Distributor Road.
  - Quality delivery against improved commercial terms.
- Order book remains strong; AMP8 volume growth in FY27 offset as Highways teams start early phases of new projects.
- Further margin accretion expected in FY27 as new framework terms flow through.

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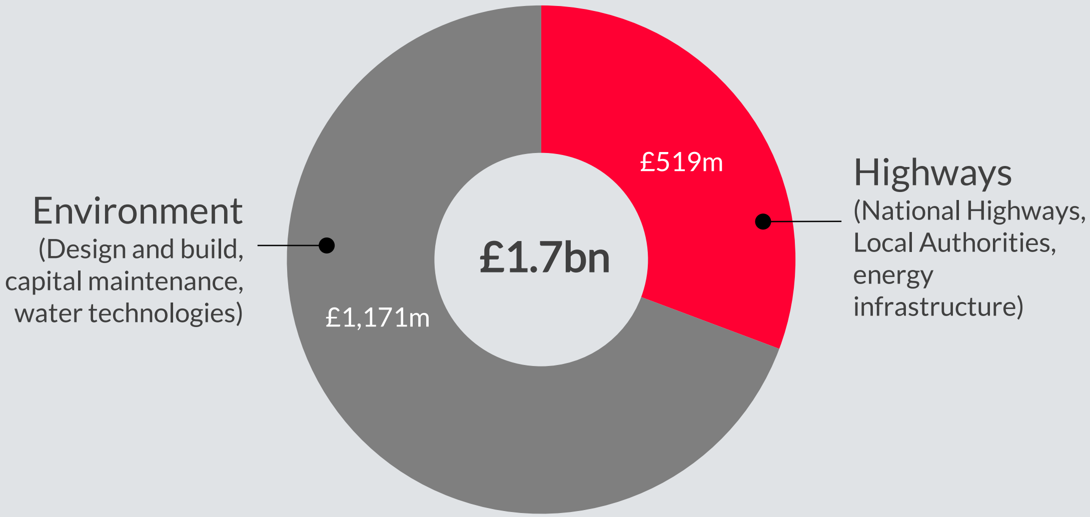
## High-quality order book




**87% of work already secured for FY27 and 65% for FY28**


*Melton Mowbray Distributor Road opens to traffic*


*A47 Blofield stretch opens to traffic*

432 live contracts in Environment and 30 live contracts in Highways.

# Strong and straightforward balance sheet

Excellent cash position and growing net assets

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- Robust cash position.
  - 12-month average month-end cash of £216.2m, up 21.0% from FY25.
  - Year-end cash of £259.0m, up 9.0% on June 2025.
  - No drawn bank debt.
  - No pension liability.
- PPP assets of £37.2m.
  - FY annuity income stream of £3.7m.
  - Readily accessible market for such assets.
- £25m undrawn Revolving Credit Facility, enhancing agility and resilience, option exercised to extend one year to 2029.

**97%**
of invoices paid in 60 days.

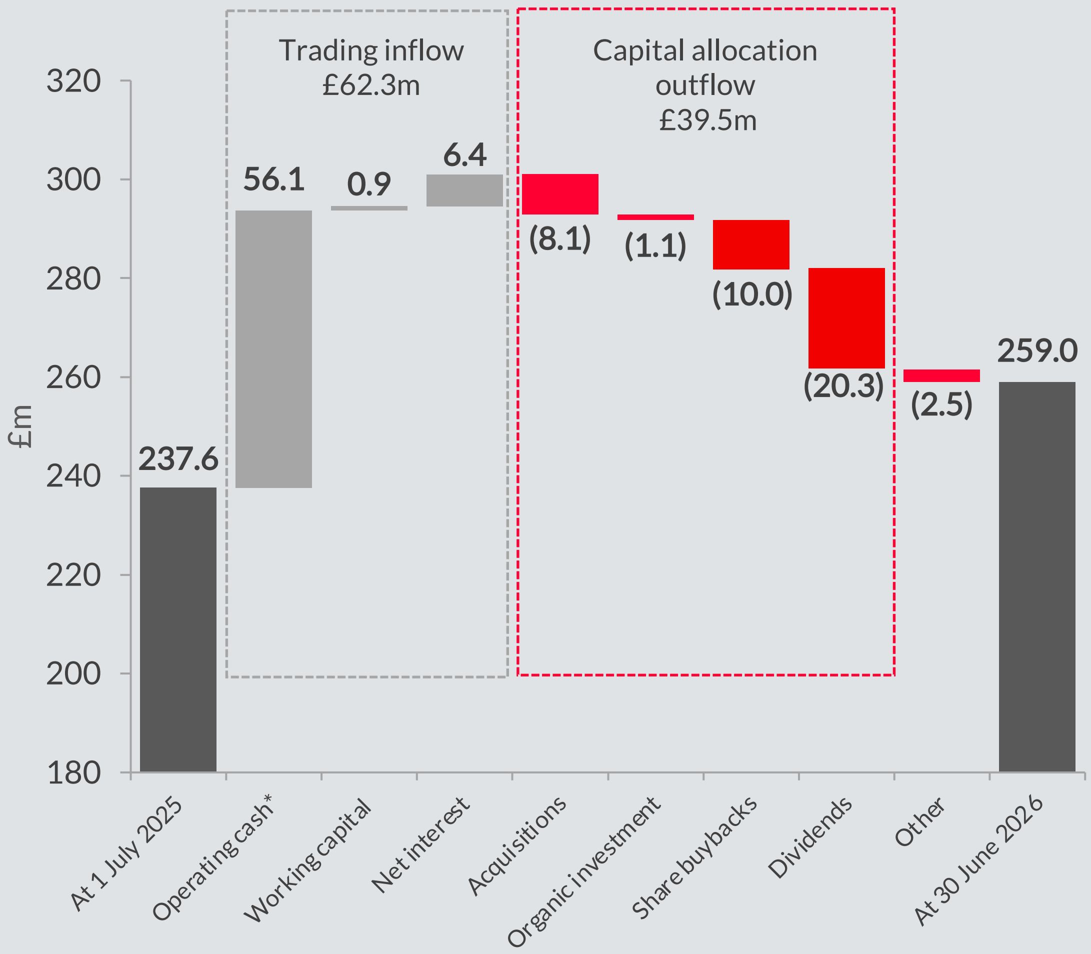
**27 days**
average days to pay.

| Balance sheet £m | 30 Jun 2026 | 30 Jun 2025 |
|---|---|---|
| Intangible assets & goodwill | **105.2** | 97.0 |
| PPP & other investments | **37.2** | 38.6 |
| Other non-current assets | **56.5** | 68.1 |
| IFRS 16 | **(47.8)** | (53.8) |
| Working capital | **(274.8)** | (269.1) |
| Net cash | **259.0** | 237.6 |
| Other | **(0.1)** | 3.7 |
| **Total net assets** | **135.2** | 122.1 |
| | | |
| 12-month average month-end cash | **216.2** | 178.7 |

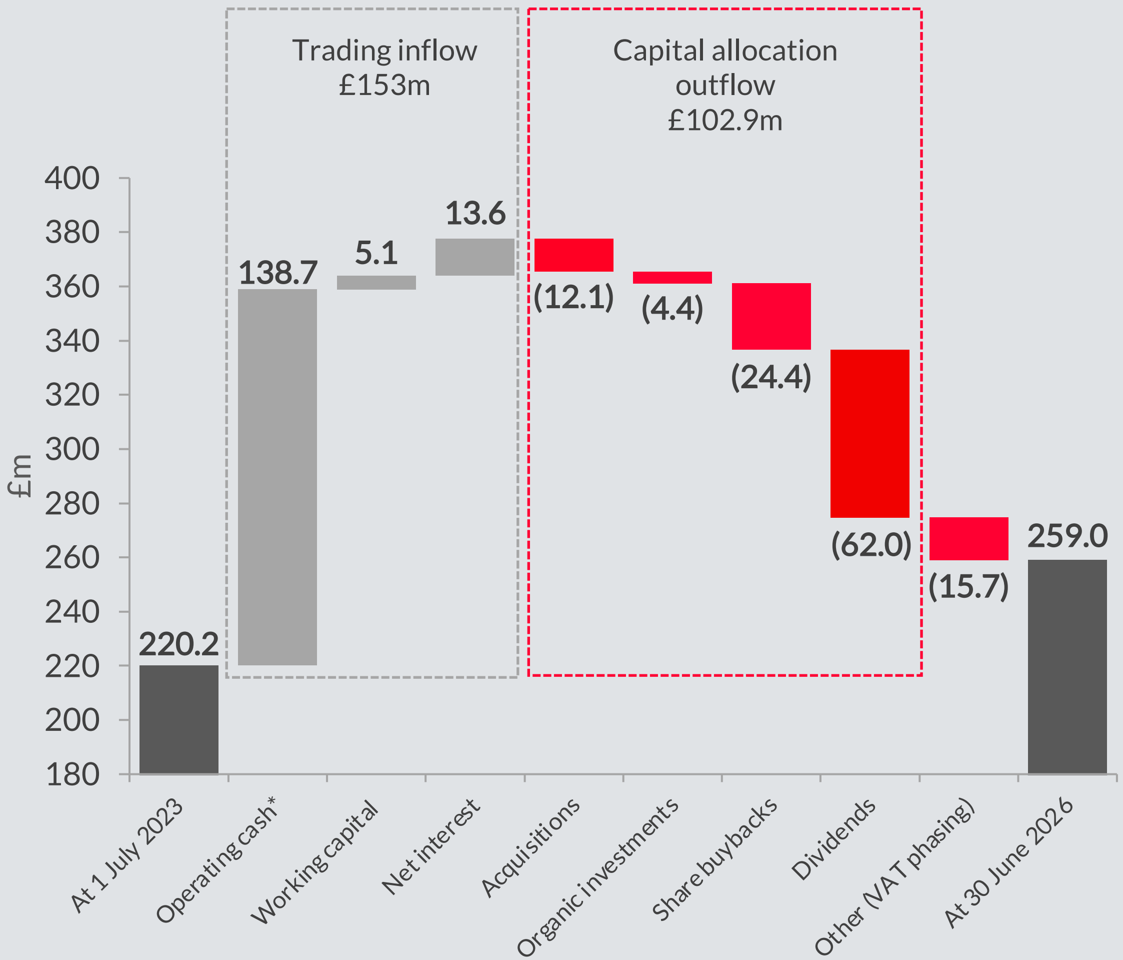
# Consistent cash conversion enables capital allocation

100% cash conversion

## FY26 cash bridge




## 3-year aggregated cash bridge




*Operating cash defined as net cash from operating activities (adjusted for IFRS 16 lease repayments and expensed organic investments).

# Capital allocation model

Disciplined and consistent policy driving current and future EPS growth

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**Profit growth to 2030 delivers capital allocation optionality**

→ Sustainable and growing dividends

→ M&A + organic investments @target IRRs and/or share buybacks

## Investing for growth

| | |
|---|---|
| **Reinvest Organically** | ▪ Ability to invest in technology and training to drive quality and efficiency.<br>▪ Accelerates adjacent market opportunities.<br>> 2 new manufacturing facilities opened, 2 major system upgrades + AI/digitisation initiatives. |
| **Reinvest M&A** | ▪ Strategic and bolt-on higher margin acquisitions to enhance capabilities in defined adjacent sectors.<br>▪ Disciplined active pipeline at/above target IRRs.<br>> 5 acquisitions since 2021. |

## Shareholder returns

| | |
|---|---|
| **Sustainable Dividends** | ▪ Dividend will increase with earnings growth.<br>▪ Delivering sustainable returns to shareholders.<br>> Adjusted EPS cover at 1.8x.<br>> Dividend includes annual PPP interest income. |
| **Return Excess Cash** | ▪ Consider cash requirements for future growth.<br>▪ Return excess cash to shareholders.<br>> £15m SBB announced today.<br>> Total of four SBBs and one special dividend since 2022 = £62.5m. |

**c£146m returned to shareholders between FY21 - FY26**

c£84m in dividends, £12.5m special dividend and £50m in share buybacks.

Five acquisitions originally brought c£134m of annual revenues; expected to deliver up to £650m of annual revenues by 2030.

# Bolt-on M&A opportunities

Disciplined approach to M&A based on successful experience

**Active pipeline:** bolt-on, higher margin specialist businesses complementary to our existing capabilities and closely aligned to sectors in which we are already established.

## Target sectors

### Environment

| Capital Maintenance | Water Technologies |
|---|---|

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

| Fire Protection (passive & active) | Asset Security | Hard FM |
|---|---|---|

- 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

# Strong performance

Six years of consistent, sequential growth; confidence in delivering 2030 targets

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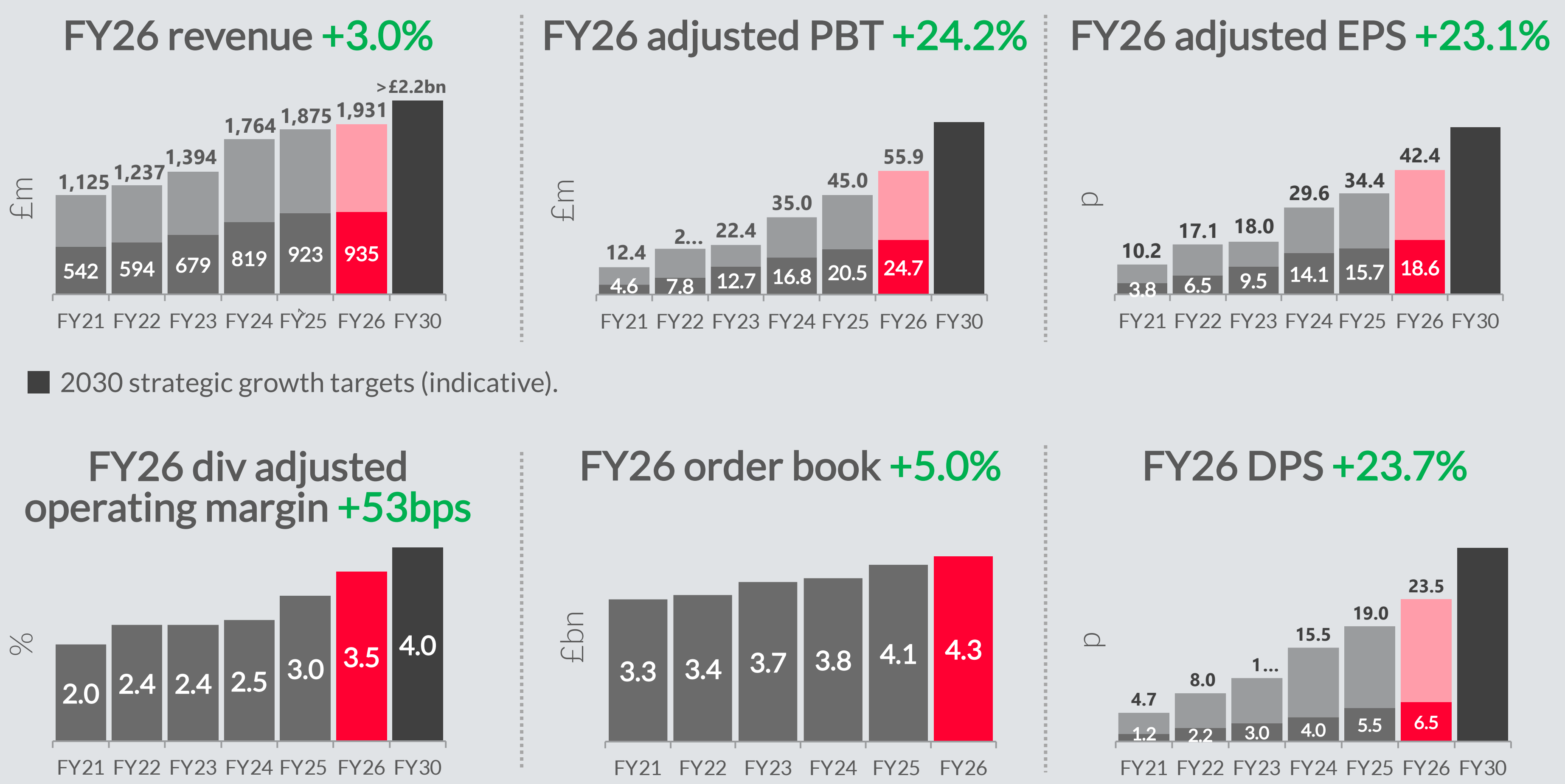



## TSR 413%

1 July 2020 to 30 June 2026

- 12 half periods of sequential growth.
- Continuing strong performance and increased confidence.
- Five-year CAGRs from FY21 to FY26:
  - Revenue 11%.
  - Adjusted PBT 35%.
  - Adjusted EPS 33%.

Outlook: FY27 in line with expectations; confidence in delivering similar revenue growth + further profitability and margin expansion

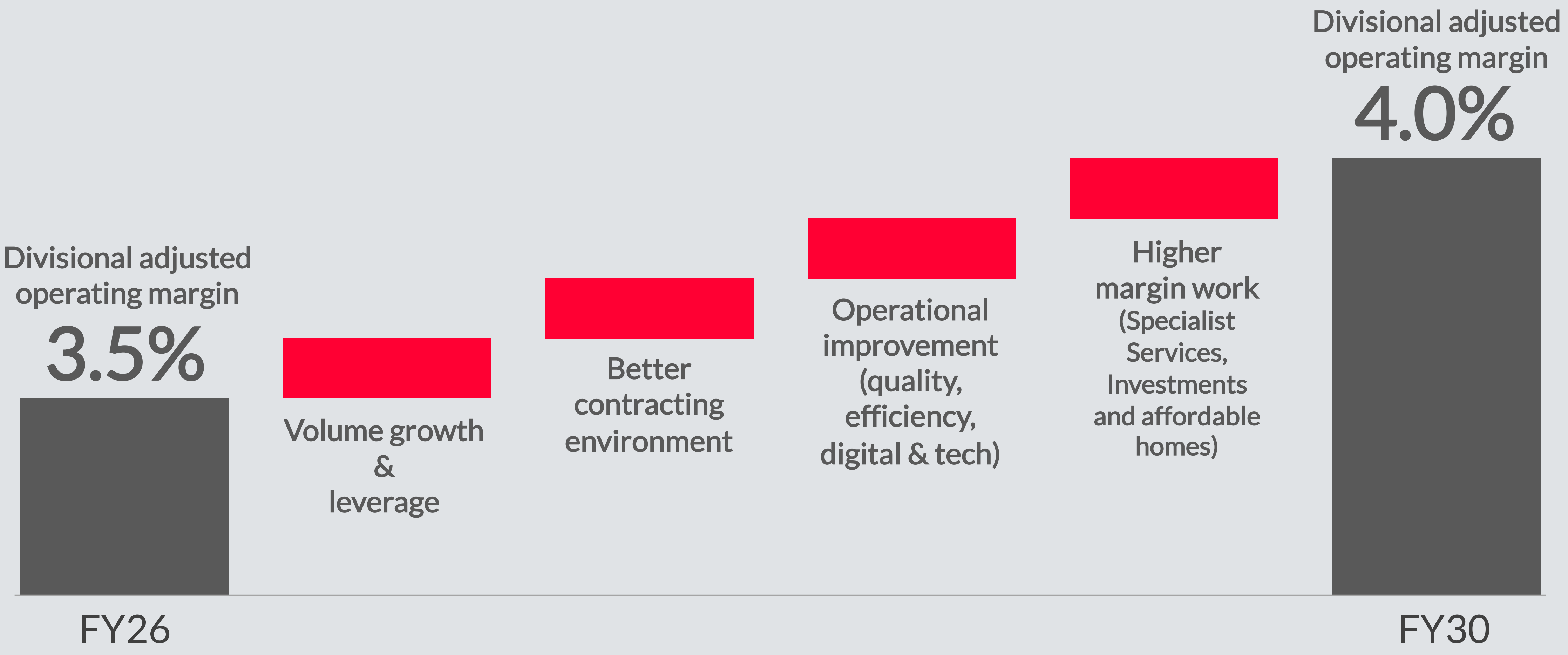
# Sustainable Growth to 2030

*Faifley Community Campus, West Dunbartonshire*

## Bill Hocking

Chief Executive

# Margin improvement




Embedded culture of discipline and risk awareness

Illustrative and not in chronological order.

# Attractive markets with structural growth

## Volume growth and leverage

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**UK Infrastructure 10-Year Strategy confirms major Government investments in our chosen sectors**

### Environment

**£104bn**

- Record investment of £104bn approved by Ofwat for AMP8.
- 374 million extra litres of water a day.
- 3,000 storm overflow projects.
- Upgrades to 1,700 treatment works.
- 15,000km river protection.
- Improvements to drinking water quality.

### Highways

**£43bn**

- £27bn Road Investment Strategy (RIS 3) to renew Strategic Road Network.
- National Infrastructure Pipeline for motorways and local roads.
- The £15.6bn Transport for City Regions for regional transport in nine authorities.

### Energy

**£75bn**

- UK Government's Clean Power 2030 Action Plan - c£40bn pa to support renewable generation, electricity networks, energy storage and enabling infrastructure.
- National Grid will invest up to £35bn to maintain, upgrade and expand electricity transmission network, including major strategic reinforcement schemes.

### Education

**£22bn**

- £20bn for School Rebuilding Programme in England covering more than 750 schools.
- £2bn for Learning Estate Investment Programme to build new facilities in Scotland.
- UK SEND demand continues to rise sharply.

### Defence

**£22bn**

- £22bn in Defence Investment Plan for military bases and accommodation, training facilities.
- Includes Defence Estate Optimisation Portfolio - single biggest estates change programme in defence for modern, greener and more sustainable infrastructure.

### Secure and custodial

**£11bn**

- £7bn capital budget for the MOJ from 2025-2030.
- Prison Capacity Strategy updated to add 14,000 new places including new prisons, additional houseblocks and refurbished cells.
- £2bn capital maintenance programme.
- Scottish Government has provided £1.5bn to manage the prison population.

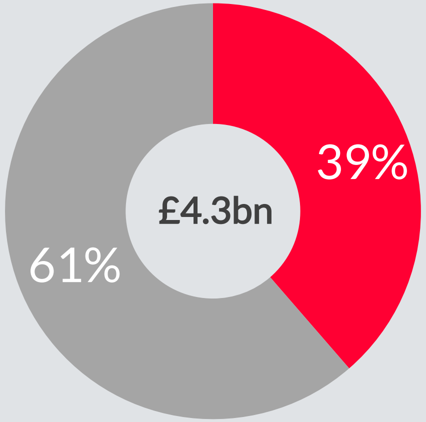
### Affordable Homes

**£39bn**

- Key focus of Burnham Government.
- 1.5 million homes during this Parliament.
- £39bn Affordable Homes Programme to 2036 - largest in a generation.

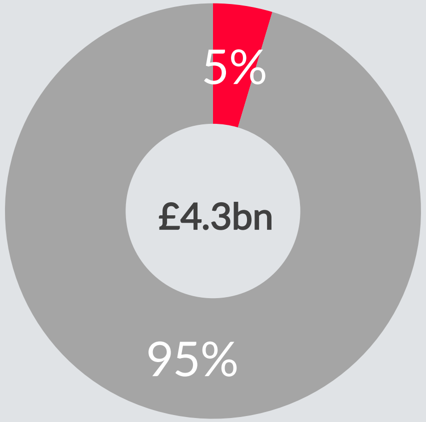
# Record, high-quality £4.3bn order book

Volume growth and leverage




## Order book by division

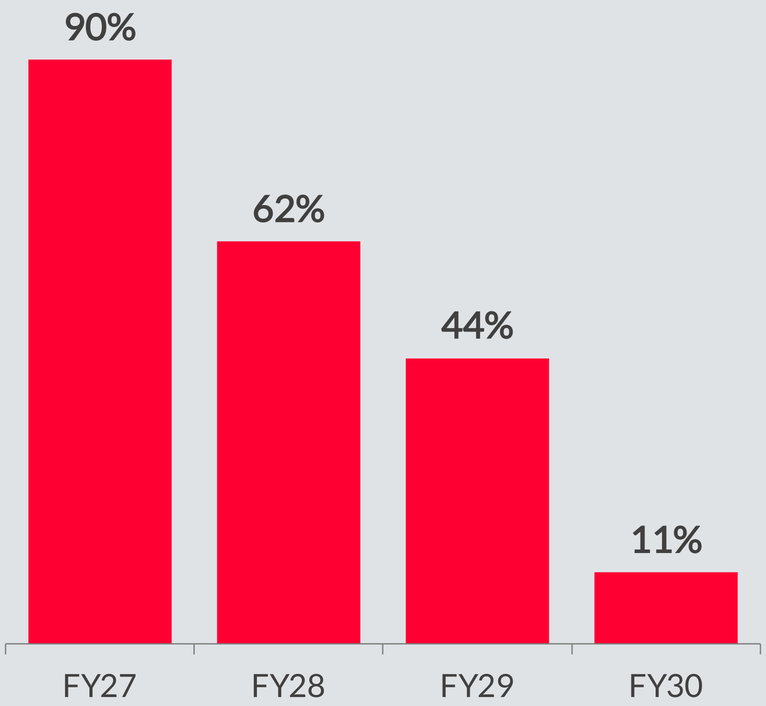
- Building
- Infrastructure




## Order book by client type

- Public and regulated
- Private

## Work secured position gives strong future visibility




**92%**

Repeat clients for FY26 (FY25: 93%)

**91%**

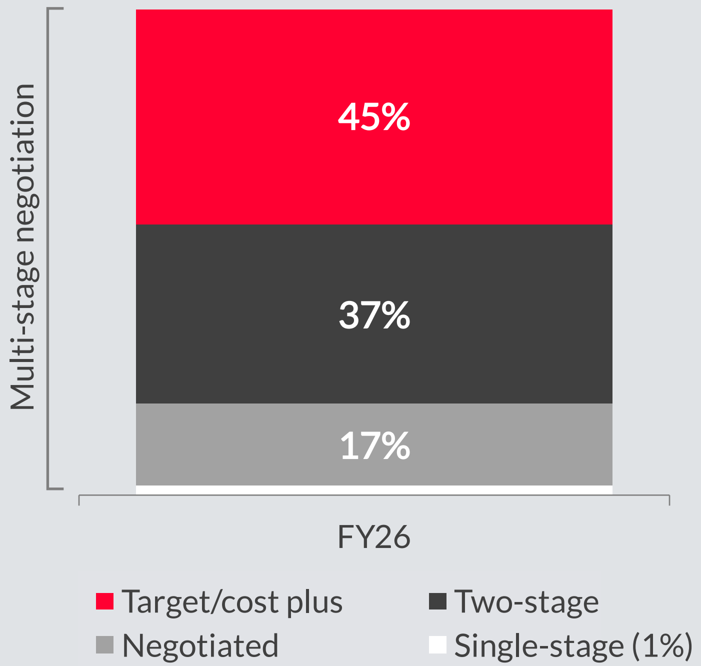
of our work is in frameworks (FY25: 90%)

**AMP9, 10 & 11 planning underway with water clients for work to 2045**

# Winning work based on quality over price

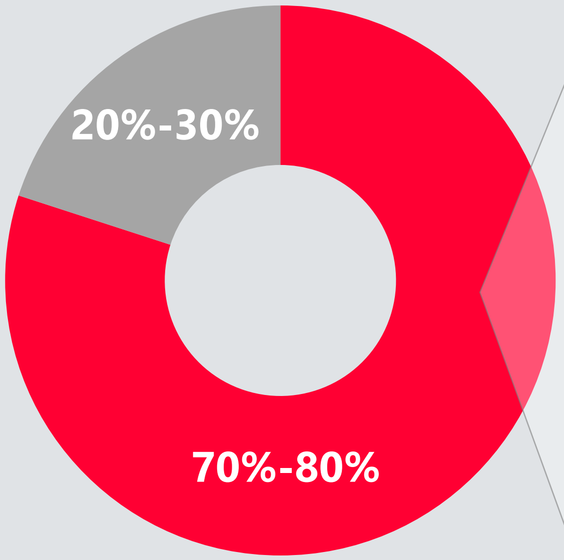
## Better contracting environment

### Order book by procurement route over time




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

### Example of scoring criteria from 2027

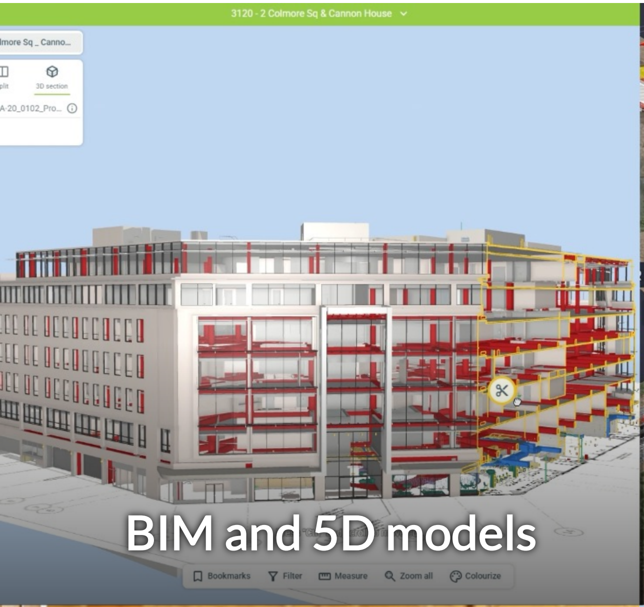



Scoring criteria
- Non-financial
- Financial

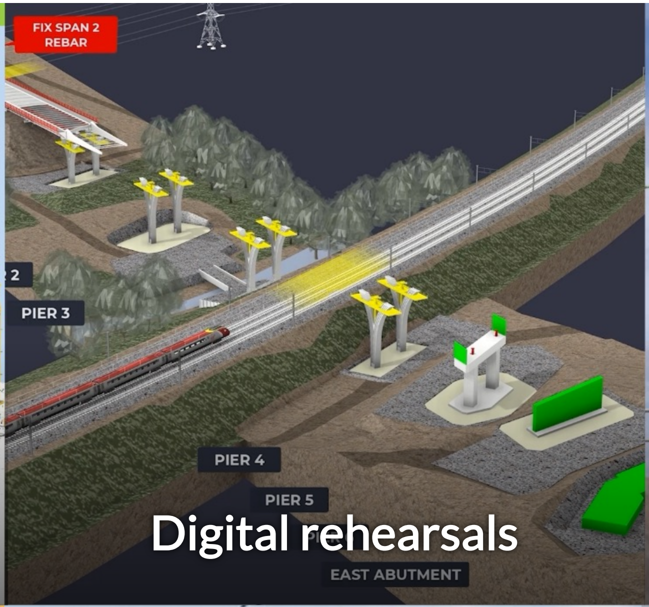
| | |
|---|---|
| Management | 15% |
| Project delivery | 15% |
| SHEQ | 10% |
| Sustainability and carbon | 8% |
| Social value | 20% |
| Contract management | 12% |

# Driving quality and efficiency

## Operational improvements



BIM and 5D models

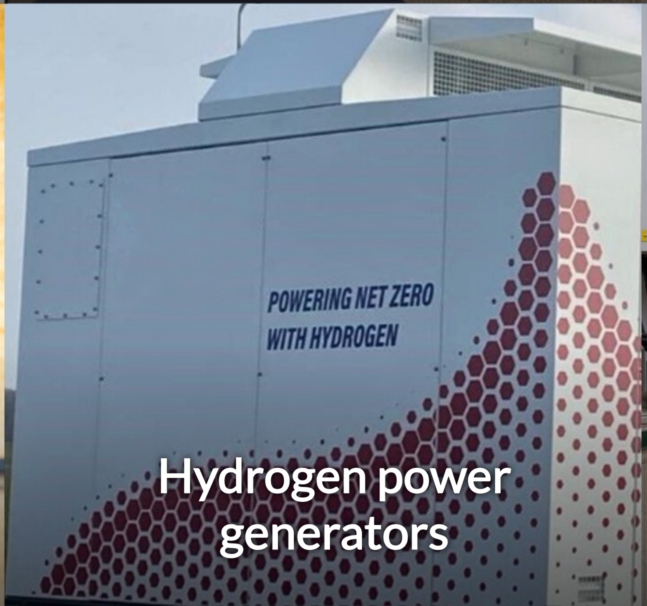


Digital rehearsals

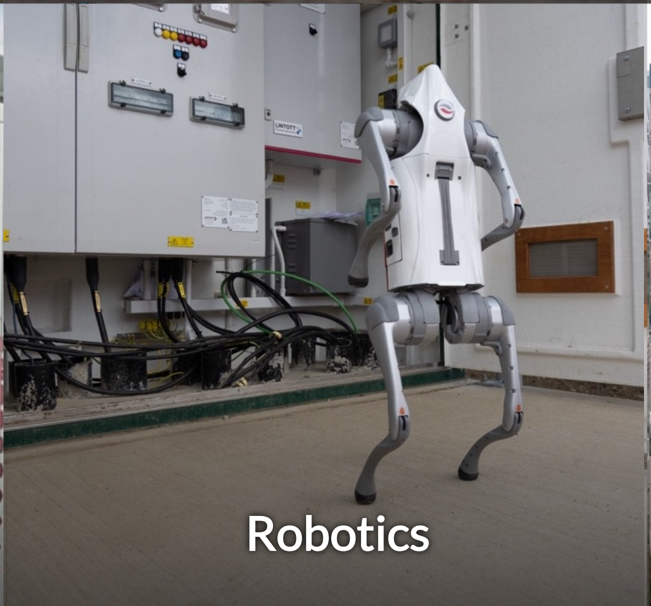

Precision technology


Digital design automation


AI and machine learning



Hydrogen power generators


Robotics


Modern Methods of Construction

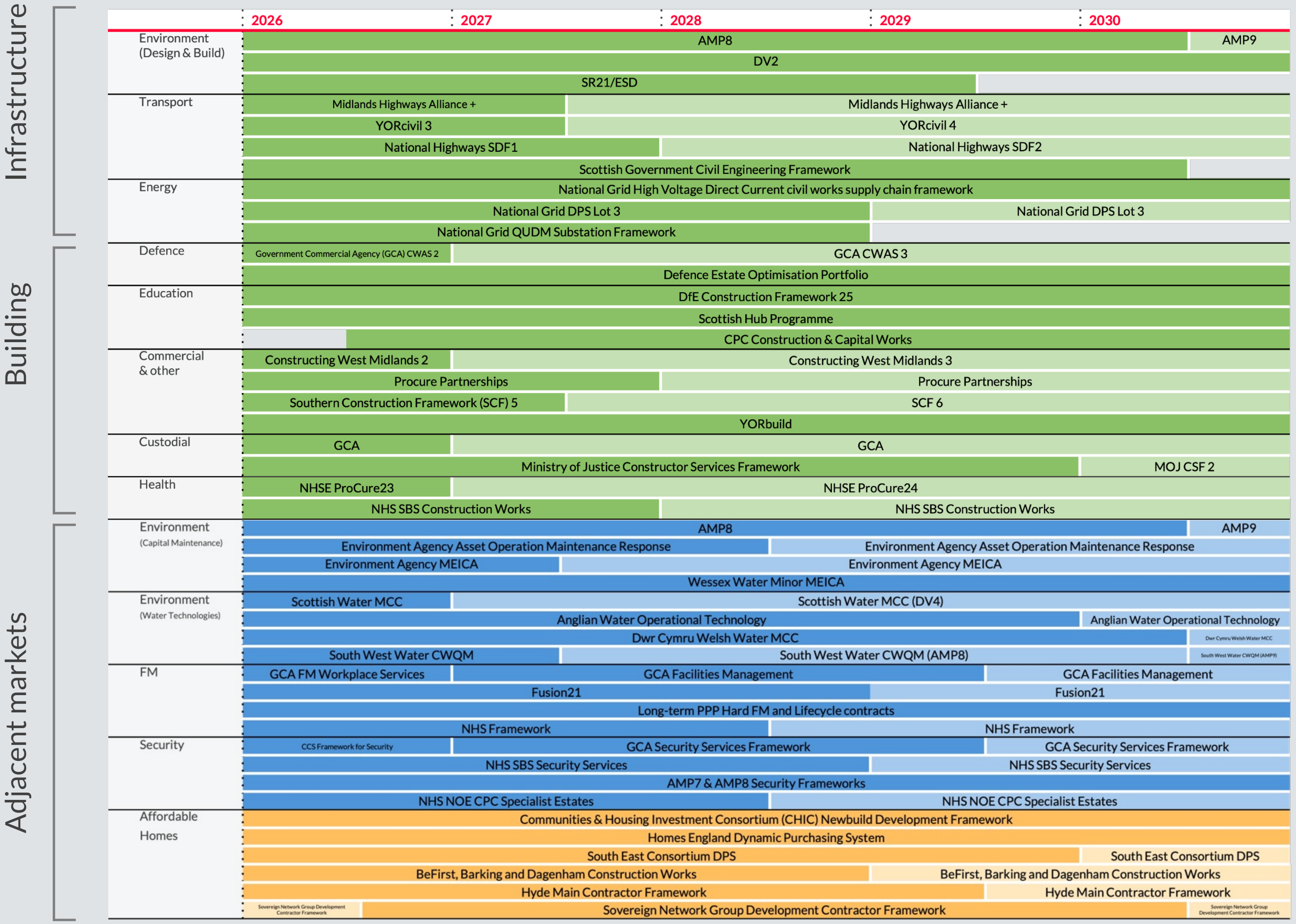
# Why we target frameworks

## Frameworks aligned to strategic direction

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

**91%**

of our work is in frameworks




Lighter shade indicates renewals.

# Excellent water position

## Higher margin growth

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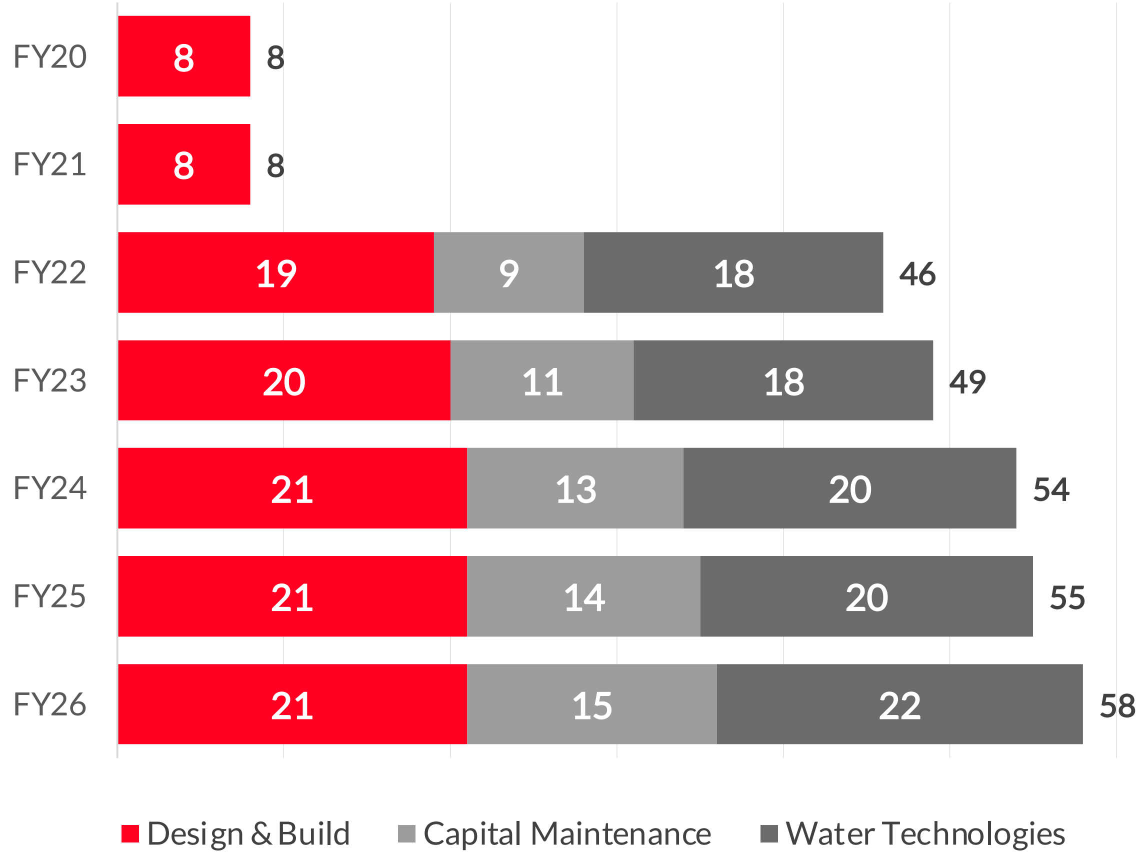
### AMP7/8 frameworks





Environment Agency

(Operates across the UK)

**13** We are working with all of the UK's major water and sewerage companies.

**19** Average number of consecutive years working with each client to date.

# End-to-end water capability

## Higher margin work with major demand

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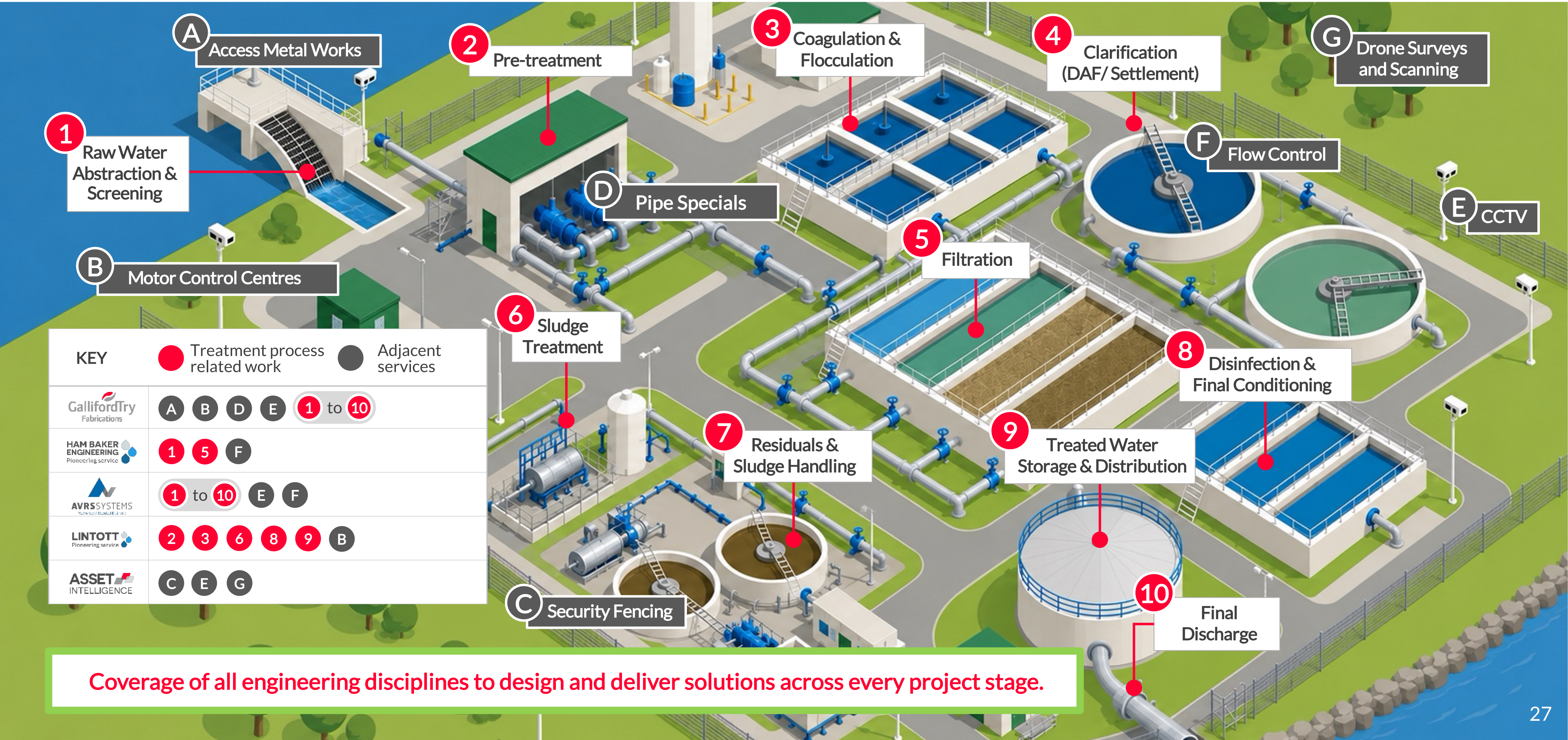


| KEY | Treatment process related work / Adjacent services |
|---|---|
| GallifordTry Fabrications | A B D E 1 to 10 |
| HAM BAKER ENGINEERING Pioneering service | 1 5 F |
| AVRS SYSTEMS | 1 to 10 E F |
| LINTOTT Pioneering service | 2 3 6 8 9 B |
| ASSET INTELLIGENCE | C E G |

**Coverage of all engineering disciplines to design and deliver solutions across every project stage.**

# Summary and outlook

Six years of consistent delivery; on track for 2030

- Further progress towards our 2030 targets.
- Disciplined risk management, careful project selection and quality delivery underpin our success.
- Strong positions across chosen markets, supported by Government and regulated investment.
- Record, high-quality order book with excellent long-term visibility.
- Strong balance sheet supporting capital allocation optionality.
- Confident outlook for the Group.

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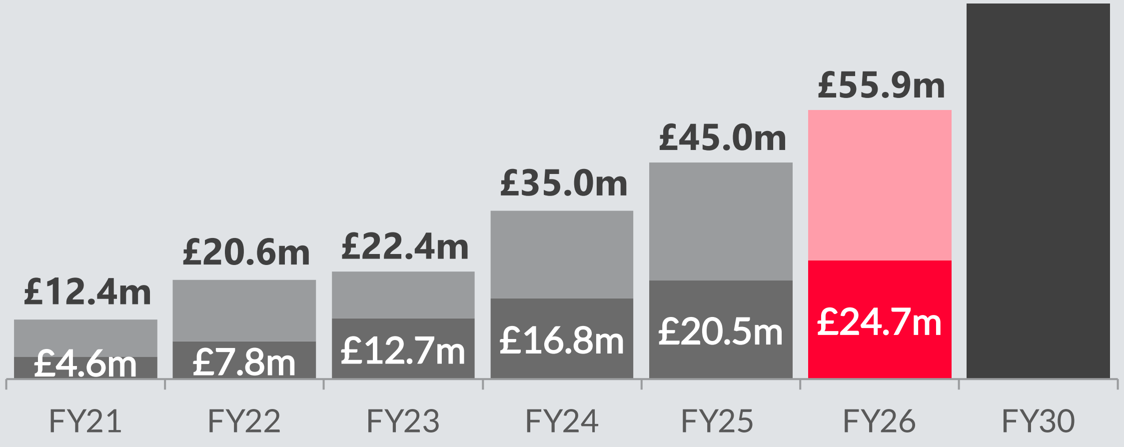
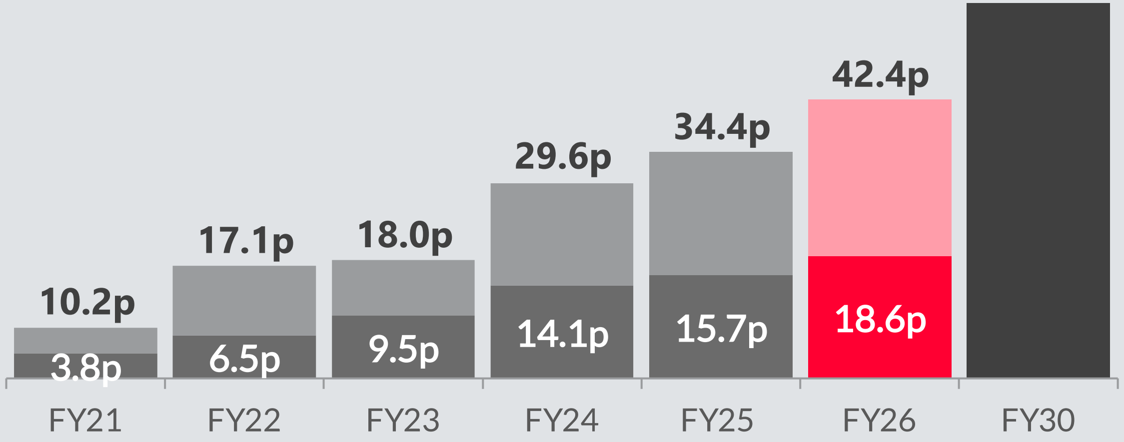
## Adjusted PBT up 24.2%




## Adjusted EPS up 23.1%




■ 2030 strategic growth targets (indicative).

# Appendices

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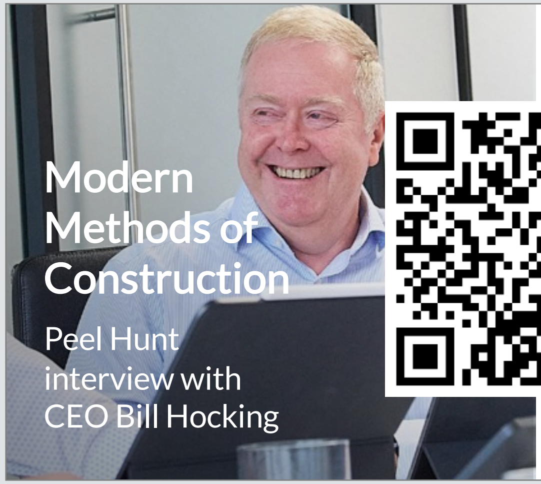
# Appendices

## 1. Segmental analysis

| | Building | Infrastructure | Combined Building & Infrastructure | Investments | Central | Total |
|---|---|---|---|---|---|---|
| | £m | £m | £m | £m | £m | £m |
| **Revenue** | 951.0 | 971.6 | 1,9226 | 8.5 | - | 1,931.1 |
| **Adjusted operating profit/(loss)** | **33.1** | **34.3** | **67.4** | **(2.2)** | **(15.7)** | **49.5** |
| Adjusted operating margin (%) | **3.5%** | 3.5% | 3.5% | - | - | 2.6% |
| Net finance income | **(1.2)** | (2.1) | (3.3) | 3.7 | (5.6) | 6.4 |
| **Adjusted profit/(loss) before taxation** | **31.9** | **32.6** | **64.5** | **1.5** | **(10.1)** | **55.9** |
| **Divisional adjusted operating margin (%)** | **3.5%** | **3.5%** | **3.5%** | **-** | **-** | **3.5%** |
| Amortisation of intangible assets | - | (0.9) | (0.9) | - | - | (0.9) |
| **Profit before tax** | **31.9** | **31.7** | **63.6** | **1.5** | **(10.1)** | **55.0** |
| Income tax charge | | | | | | (13.7) |
| **Profit for the year** | | | | | | **41.2** |

# Appendices

## 2. Video library



**Modern Methods of Construction**

Peel Hunt interview with CEO Bill Hocking

**Modern Methods of Construction**

The Rise, Cardiff

**Water sector**

Panmure Liberum interview with CEO Bill Hocking

**Our business**

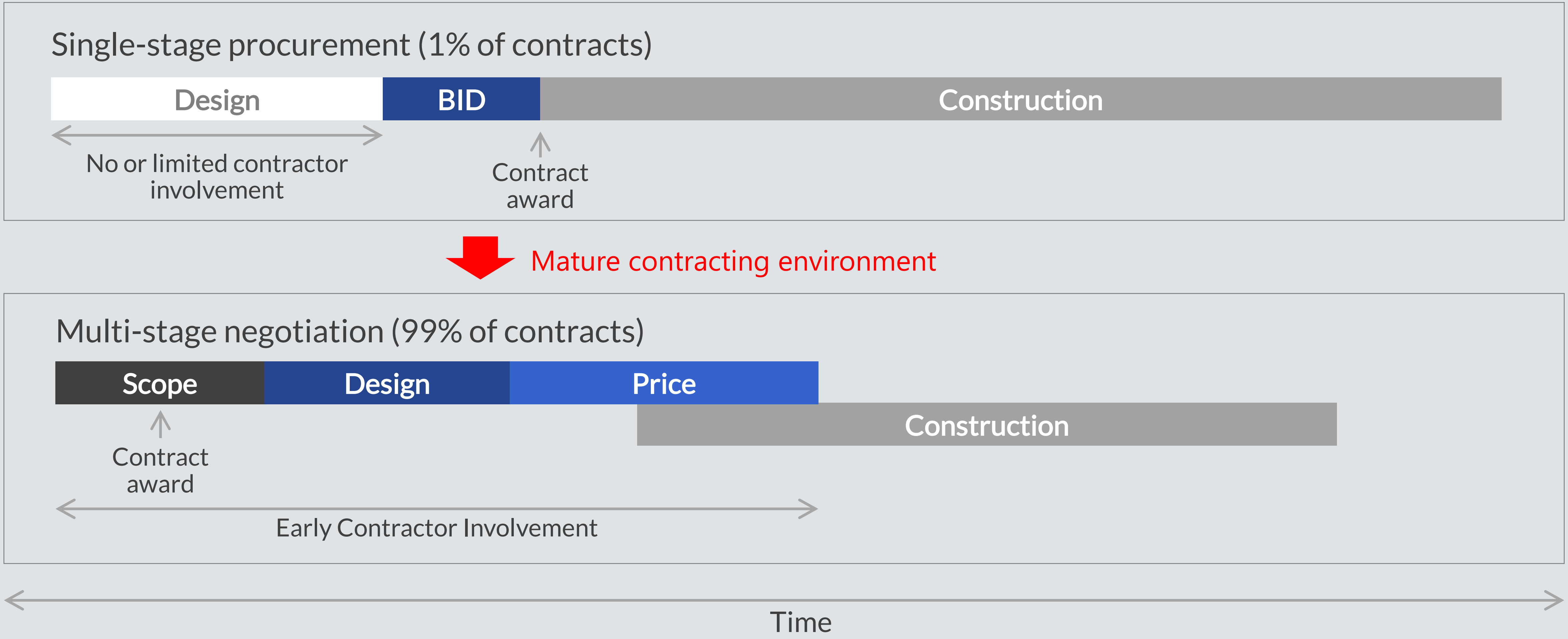
**Fact Sheet**

**Annual Report**

(available in October 2026)

# Appendices

## 3. Better contracting environment – Benefits of Early Contractor Involvement




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

# 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

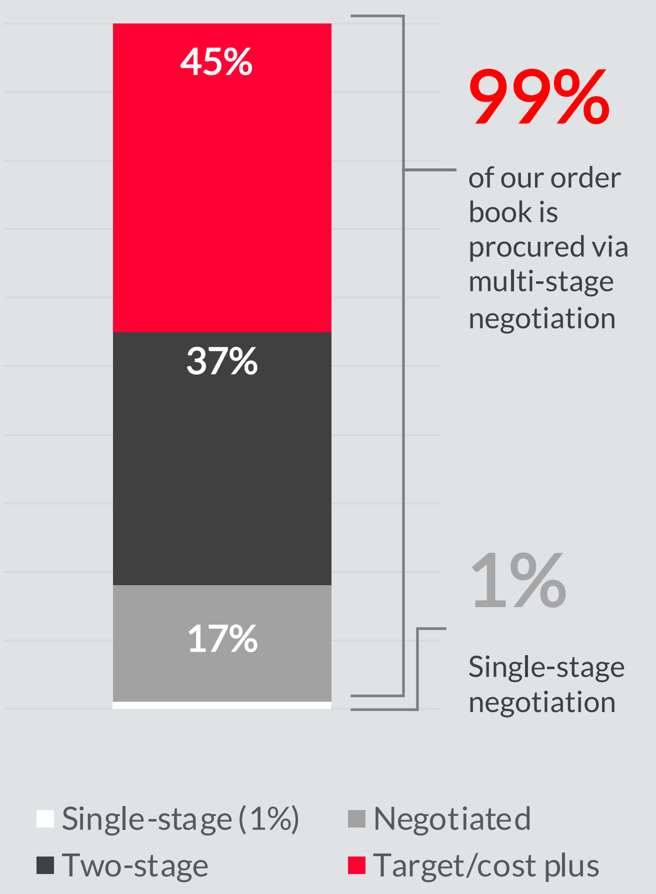
- Improved risk allocation:
  - Established and well-understood terms and conditions.
  - Long-term client relationships.
  - Predictable behaviours.
  - Certainty in tendering and typically reduced cost of tenders.
- Frameworks allow strategic planning:
  - Long-term visibility.
  - Continuous improvement.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

# Appendices

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

GallifordTry

### 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.

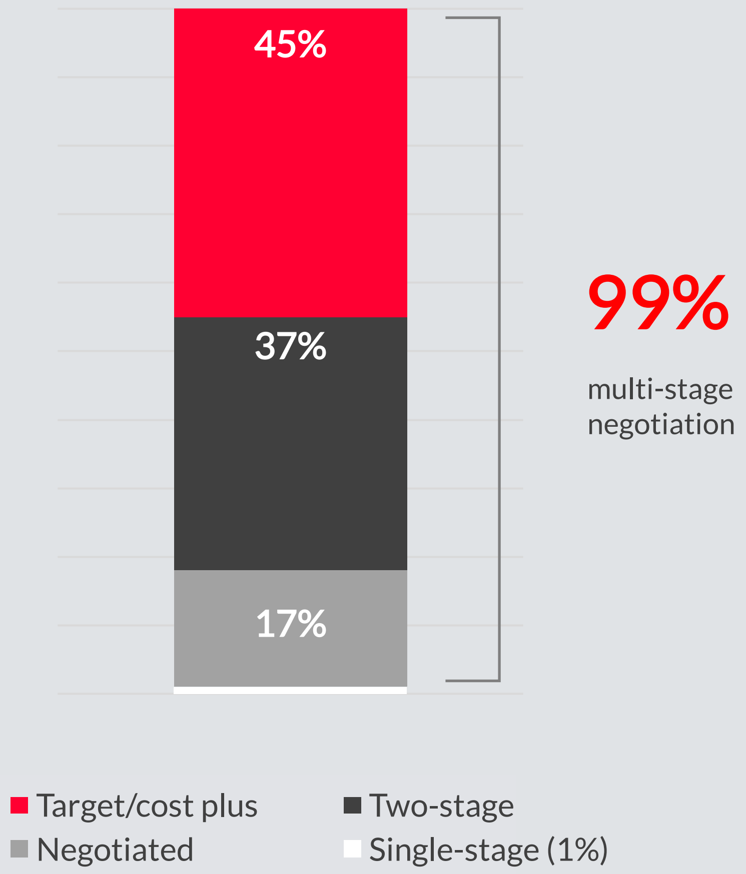
**Negotiated tendering:** the client approaches us and the terms of the contract and price are then negotiated. The benefit of this route for the client is the speed with which a price can be obtained for the work although they lose any potential competitive process.

**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

## 5. 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**

## 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.

Deploying capital organically and through M&A.

Margin growth leading to increasing shareholder returns.

# Appendices

## 7. Our people

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**4,300+**
employees

**85%**
employee advocacy score

**34**
regional bases

**45**
career moves internally

**414**
promotions

**32,374**
training days

**22**
Career Paths with over 200 roles

**10.4%**
in early careers
(graduates, apprentices and trainees)

**No1**
for graduates and apprentices


The JobCrowd TOP COMPANY FOR APPRENTICES & GRADUATES TO WORK FOR 2025/26

Platinum MEMBER OF The 5% Club 2024/25

ARMED FORCES COVENANT

disability confident EMPLOYER

SILVER clearassured The DEI & culture standard

# Appendices

## 8. Our sustainability commitments

| Strategic priorities | Sustainability pillars | | FY25 | FY26 | Ambition |
|---|---|---|---|---|---|
| Progressive culture | Health and safety | Lost Time Frequency Rate | 0.09 | 0.17 | No harm |
| | | Accident Frequency Rate | 0.03 | 0.06 | No harm |
| | Our people | Early careers as a % of total employees | 10.1% | 10.4% | >9.0% |
| | | Women as a % of total employees | 23.0% | 23.8% | YoY increase |
| | | Employee advocacy | 87% | 85% | >80% |
| Socially responsible delivery | Environment and climate change | Scope 1 and 2 carbon emissions market-based($CO_2$e tonnes) | 14,811 | 16,145 | Net zero by 2030 |
| | | Verified Scope 3[1] carbon emissions ($CO_2$e tonnes) | 8,874 | 8,703 | 42% reduction by 2030 |
| | | Waste intensity (tonnes/£100K revenue) | 12.4 | 22.8 | YoY reduction |
| | | Waste diverted from landfill | 96% | 96% | 100% |
| | Communities | % of completed projects delivering >25% of Social and Local Economic Value as % of contract value | 83% | 79% | 60% |
| | | Considerate Constructors Scheme performance | 43.9 | 44.5 | >39 and above industry ave |
| Quality and innovation | Clients | % of repeat business in order book | 93% | 92% | >80% |
| | | % of full year planned revenue secured at start of the financial year | 92% | 90% | >85% |
| | Supply chain | % of Business Unit core trades spend with Aligned subcontractors | 59% | 56% | 70%-80% |
| | | Fair payment – % of invoices paid within 60 days | 97% | 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.

# Disclaimer

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