GallifordTry

Confident delivery

Full year results to 30 June 2026
17 September 2026

Agenda

Full year results to
30 June 2026

FY26 highlights

Financial review

Sustainable Growth to 2030

Q&A

Excellent performance; continued delivery

Delivering Sustainable Growth

GallifordTry

Consistent delivery drives six consecutive years of growth

High-quality order book with excellent visibility of work

Government investment priorities aligned to our chosen markets

Strong balance sheet and capital allocation opportunities

On track for 2030 targets of
Revenue >£2.2bn and 4.0% Divisional adjusted operating margin

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.

Financial review

The Rise, Cardiff

Kris Hampson

Chief Financial Officer

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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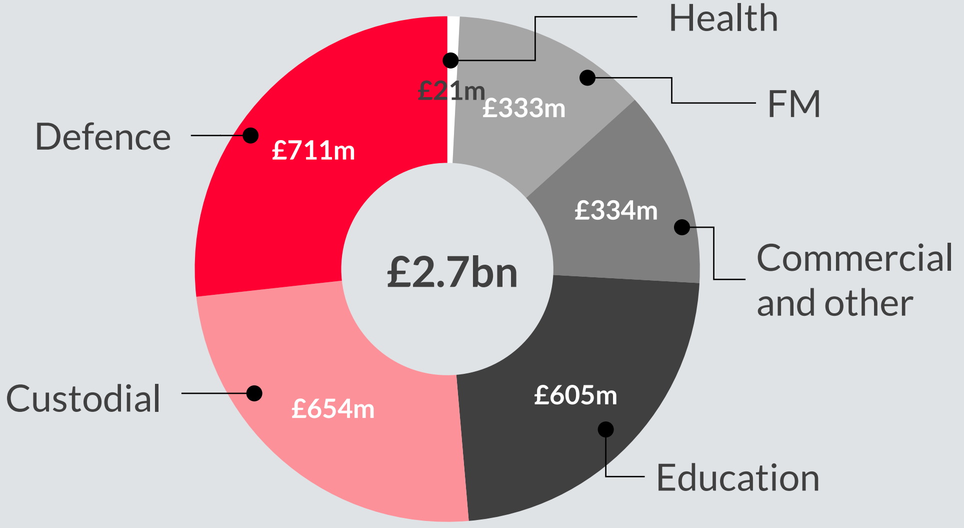
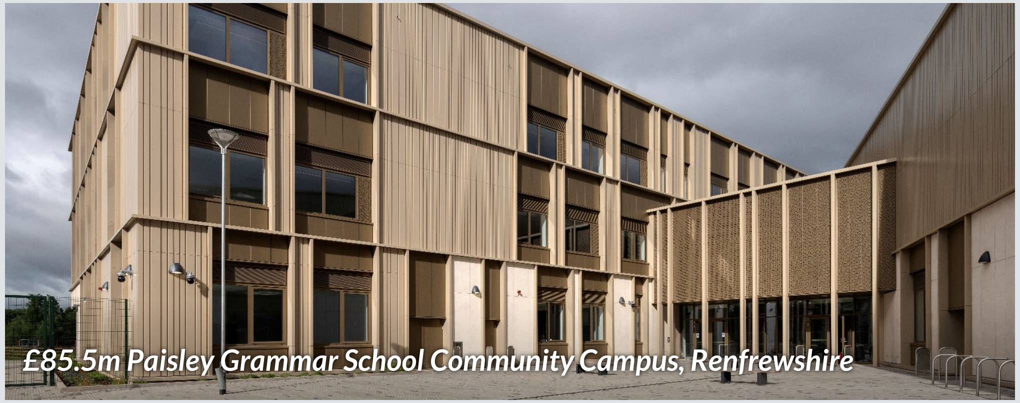
High-quality order book



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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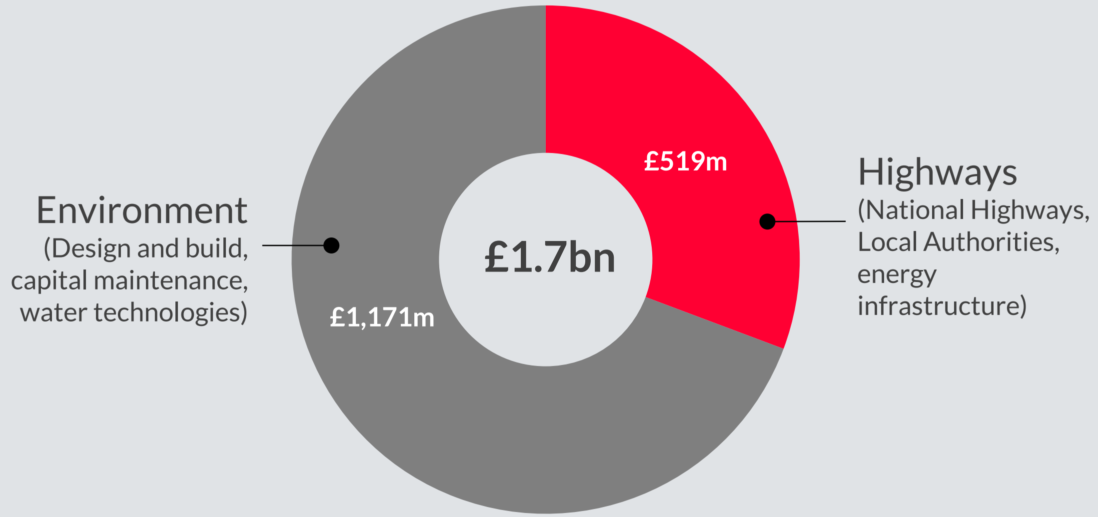
High-quality order book



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

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.

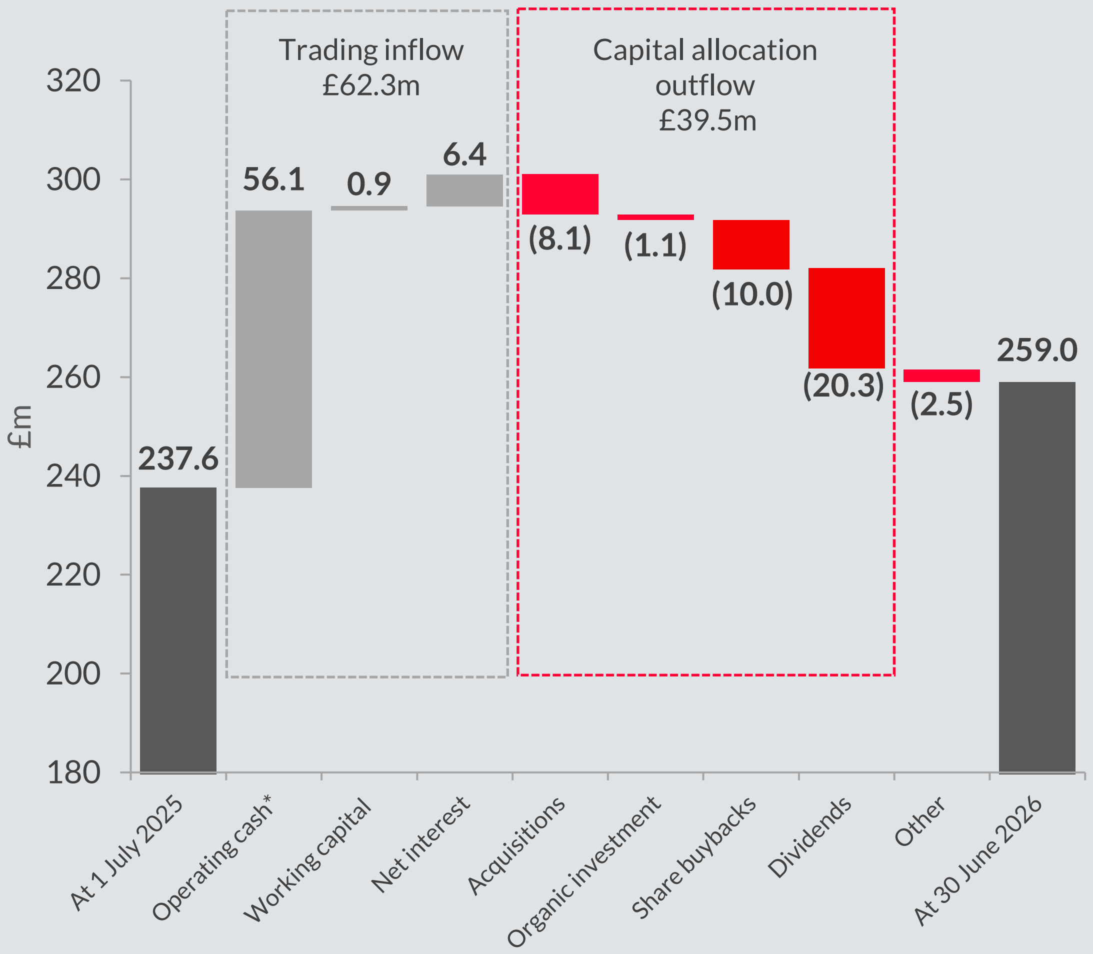
27 days
average days to pay.

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

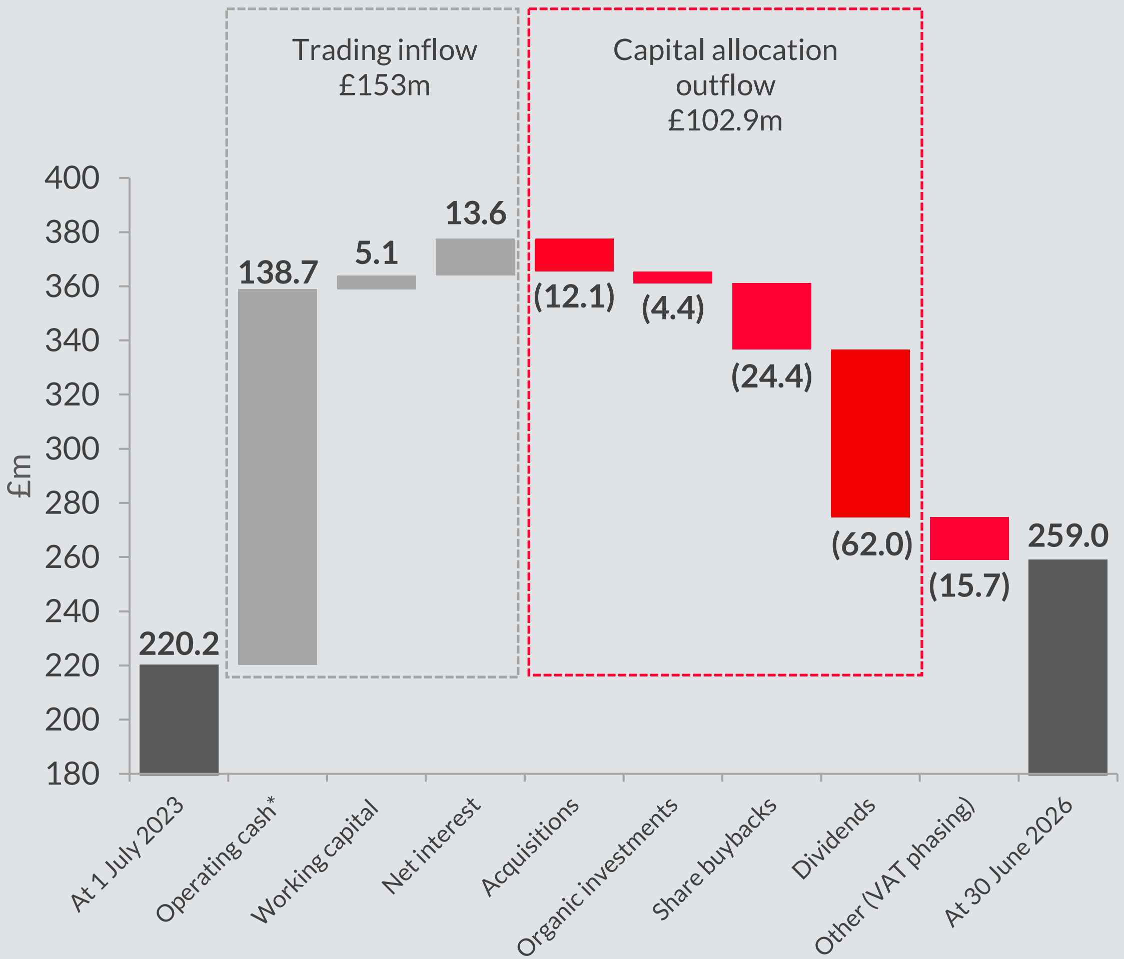
Consistent cash conversion enables capital allocation

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. ▪ Accelerates adjacent market opportunities. > 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. ▪ Disciplined active pipeline at/above target IRRs. > 5 acquisitions since 2021.

Shareholder returns

Sustainable Dividends	▪ Dividend will increase with earnings growth. ▪ Delivering sustainable returns to shareholders. > Adjusted EPS cover at 1.8x. > Dividend includes annual PPP interest income.
Return Excess Cash	▪ Consider cash requirements for future growth. ▪ Return excess cash to shareholders. > £15m SBB announced today. > 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

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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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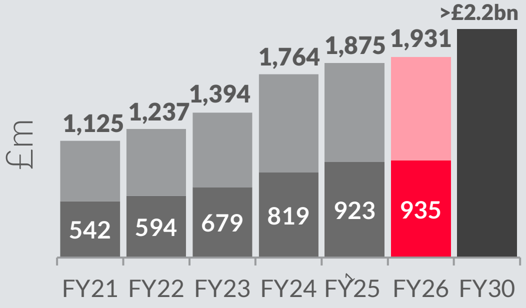
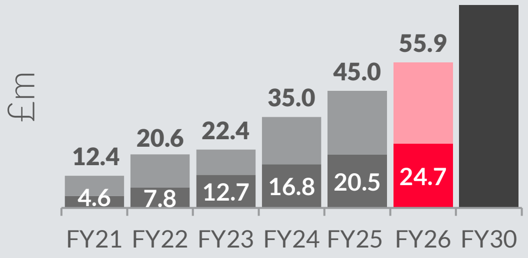
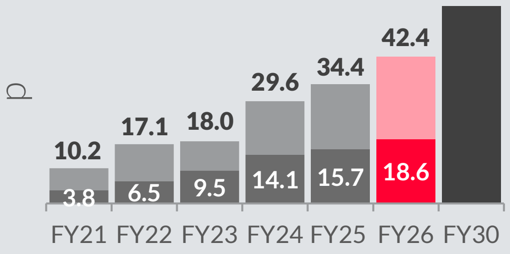
FY26 revenue +3.0%



FY26 adjusted PBT +24.2%

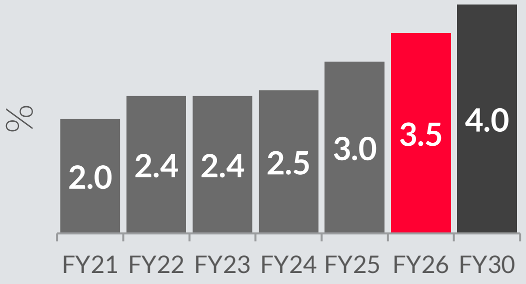


FY26 adjusted EPS +23.1%

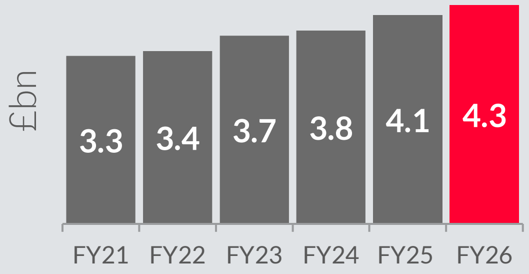


■ 2030 strategic growth targets (indicative).

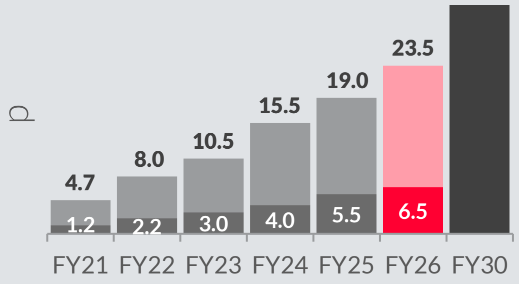
FY26 div adjusted operating margin +53bps



FY26 order book +5.0%



FY26 DPS +23.7%



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

Faifley Community Campus, West Dunbartonshire

Bill Hocking

Chief Executive

Sustainable Growth Strategy targets

Excellent progress against 2030 objectives; confident outlook

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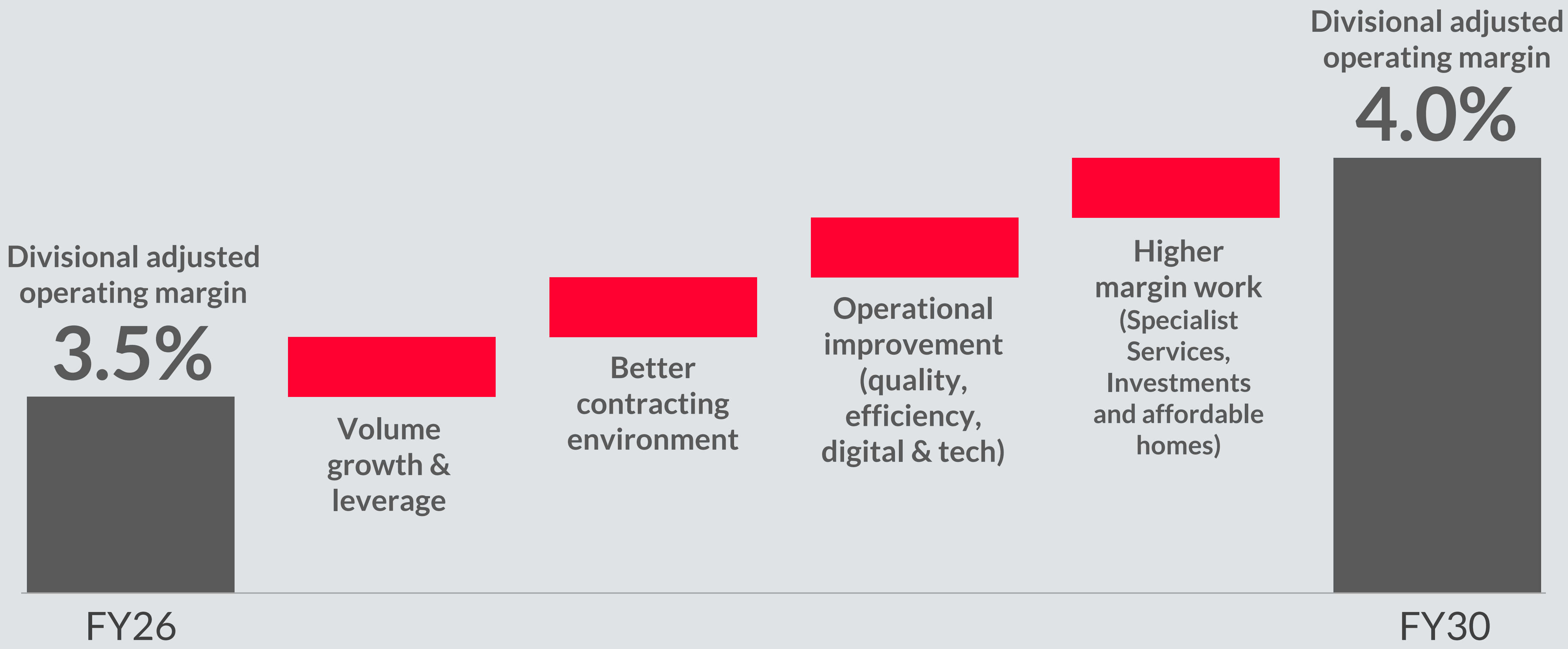
Grow revenue and margin in our three core businesses	Grow our specialist businesses in higher margin, adjacent markets	Re-enter the Affordable Homes market	Leverage our geographical and client footprint across the UK	Continue to grow earnings, capital allocation and returns

	2021	FY26	2030
Revenue	£1.1bn	£1.9bn	>£2.2bn
Divisional adjusted operating margin	2.0%	3.5%	4.0%

Margin improvement



Embedded culture of discipline and risk awareness

Illustrative and not in chronological order.

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.

Our people

GallifordTry

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

Attractive markets with structural growth

Volume growth and leverage

GallifordTry

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.

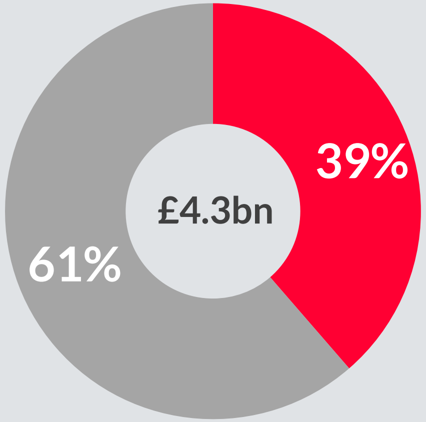
Affordable Homes

£39bn

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

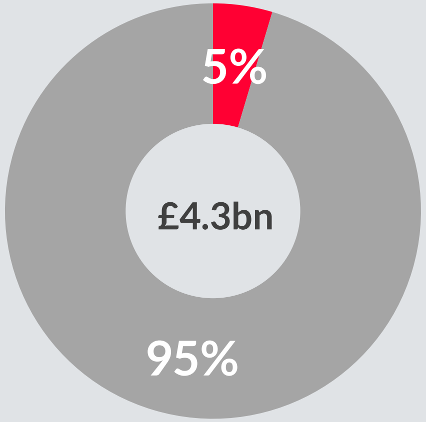
Record, high-quality £4.3bn order book

Volume growth and leverage



Order book by division

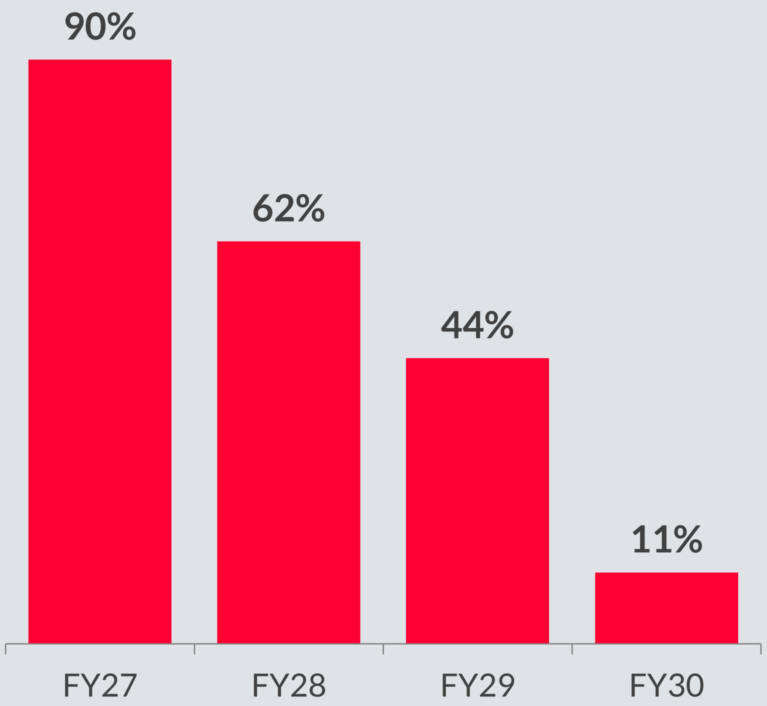
- Building
- Infrastructure



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

Recent successes

Volume growth and leverage

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Building

£99m projects at RAF Lakenheath, RAF Boulmer & RAF Leeming.

£15bn Department for Education Construction Framework.

£54m Hawick High School.

£45m Peniciuk High School.

£3bn affordable homes framework for The Hyde Group.

£750m affordable homes framework for Sovereign Network Group.

£28m scheme for affordable homes at City Place site in Chester.

Infrastructure

Reappointed to the **£1bn** YORcivil Major Works 2 framework.

Appointed to High Voltage Direct Current Frameworks with National Grid.

£20m multi-modal transport scheme in Selby.

Wessex Water Design & Build Contractors (Minor Works) Framework Agreement.

£110m River Mease Improvement Project.

£48m project at Camberley Sewage Treatment Works.

Specialist Services

Appointment to the new ESPO Vehicle Charging Infrastructure (VCI3) Framework.

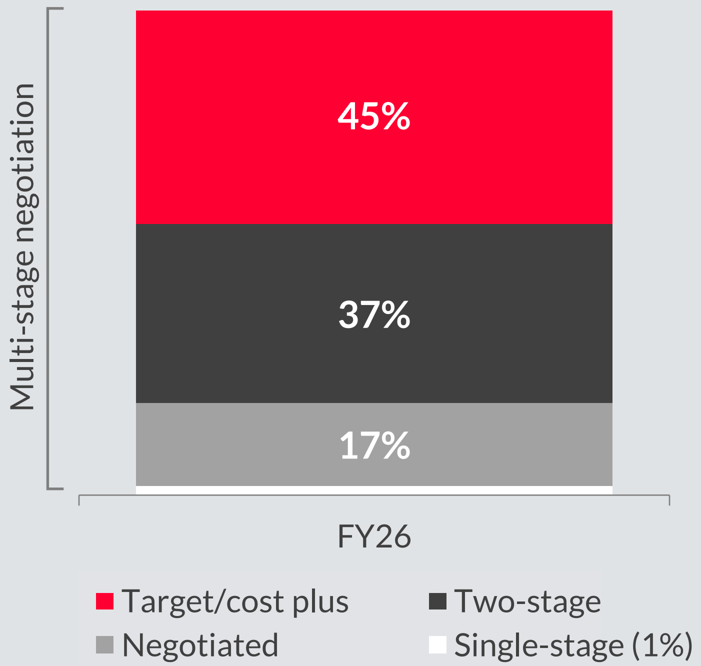
£34m fire safety works at HMP Lincoln.

Planning permission to transform the historic Corah Works in Leicester into 1,000 new homes.

Winning work based on quality over price

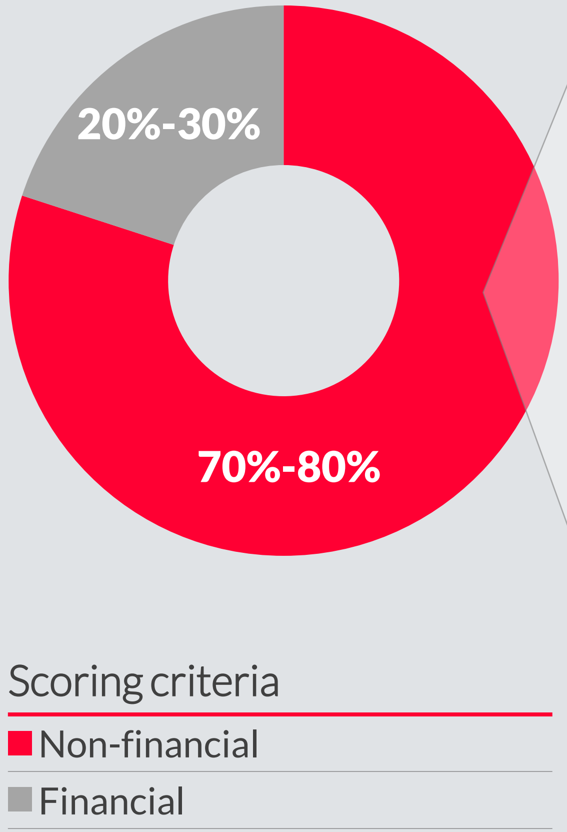
Better contracting environment

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



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

Delivering social value

Better contracting environment

Social and Local Economic Value delivered across 39 projects completing in FY26, with a value >£5m

79%
of projects achieved Social and Local Economic Value (SLEV) > 25%

£527m
SLEV delivered

Including

239
jobs created

2,984
apprenticeship weeks provided

4,495
community-related training hours

99
work placements provided

126
weeks of T Levels supported

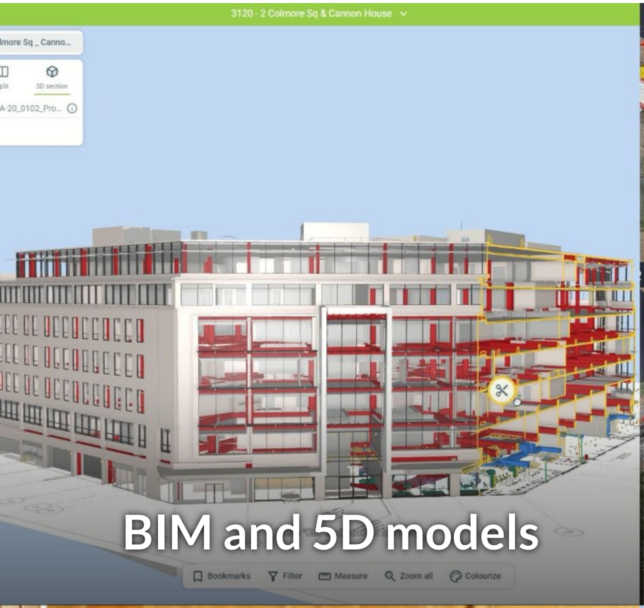
1,284
educational engagement hours

1,183
volunteering hours

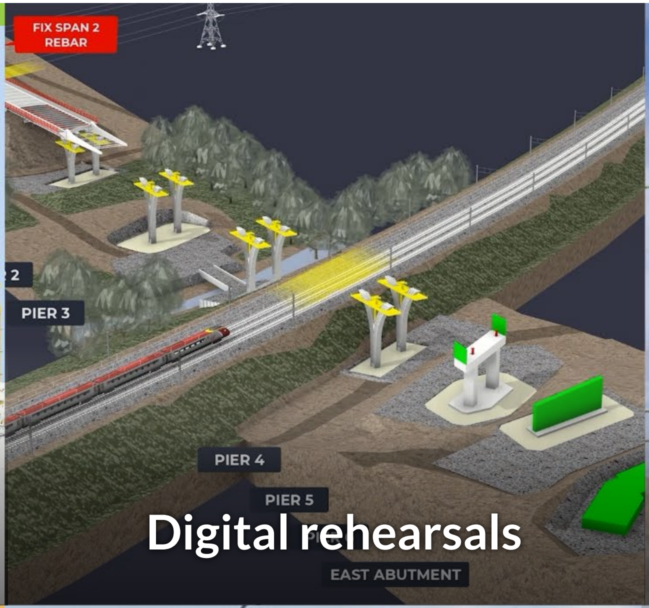
859
community engagement hours

Driving quality and efficiency

Operational improvements



BIM and 5D models

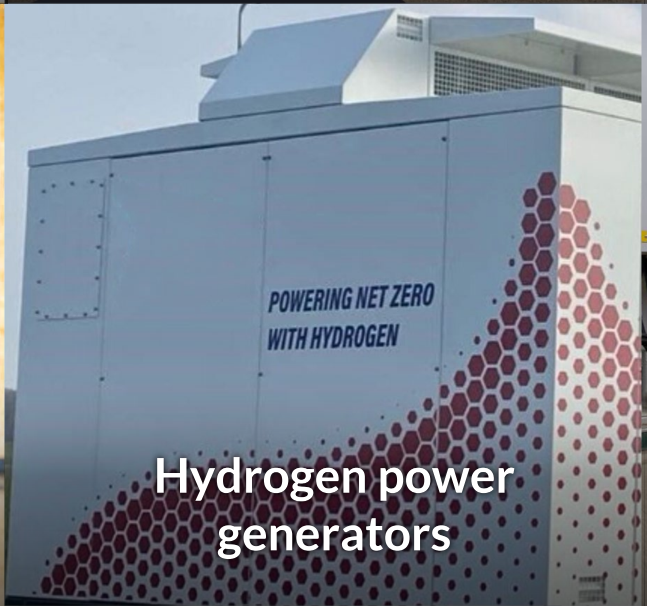


Digital rehearsals

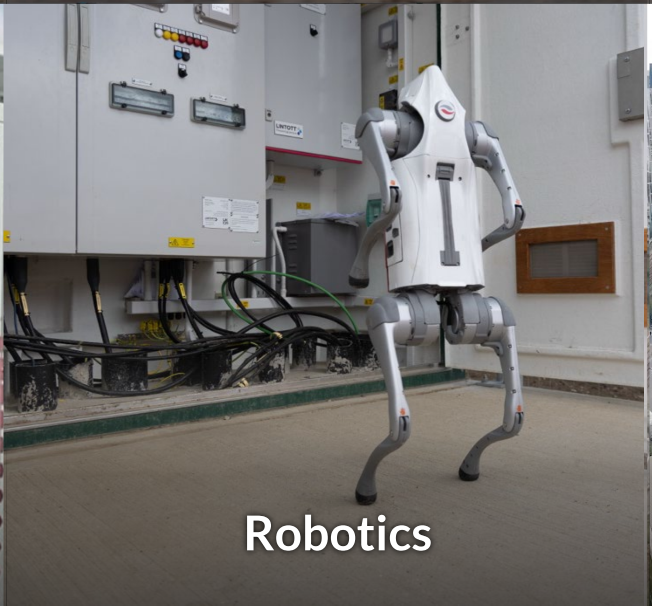
Precision technology

Digital design automation

AI and machine learning



Hydrogen power generators



Robotics

Modern Methods of Construction

Why we target frameworks

Frameworks align to our strategy

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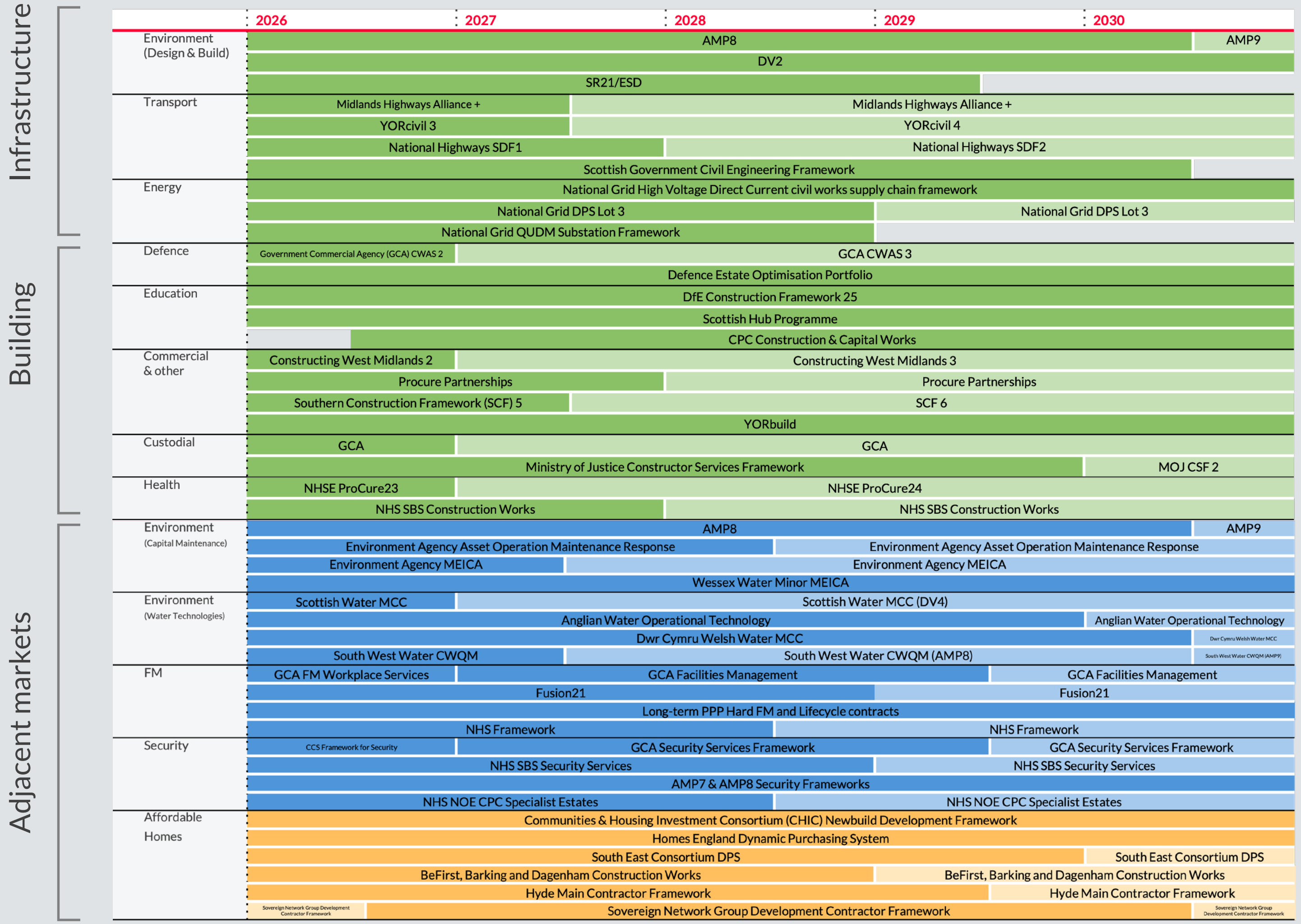
- Improved risk allocation.
- Established and well-understood T&Cs.
- Long-term visibility and better strategic planning.
- Long-term client relationships.
- Continuous improvement.

91%

of our work is in frameworks

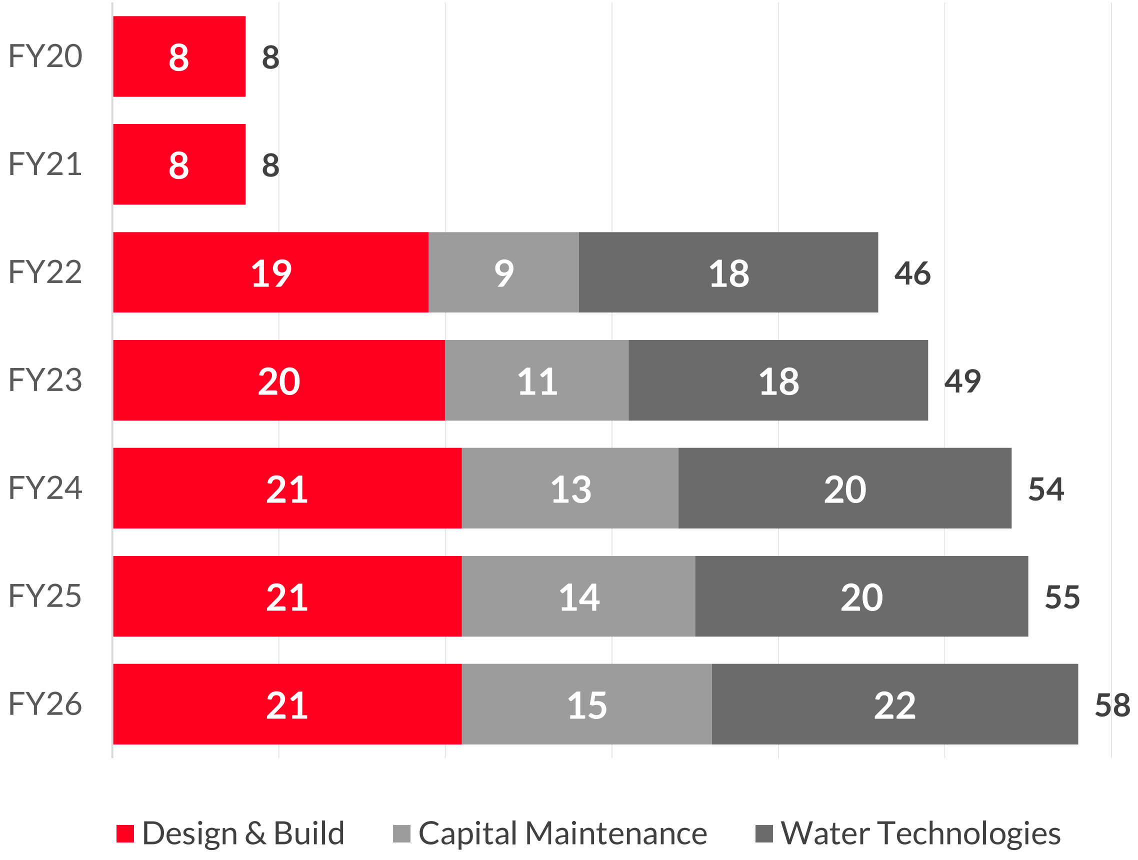


Lighter shade indicates renewals.

Excellent water position

Higher margin growth

AMP7/8 frameworks



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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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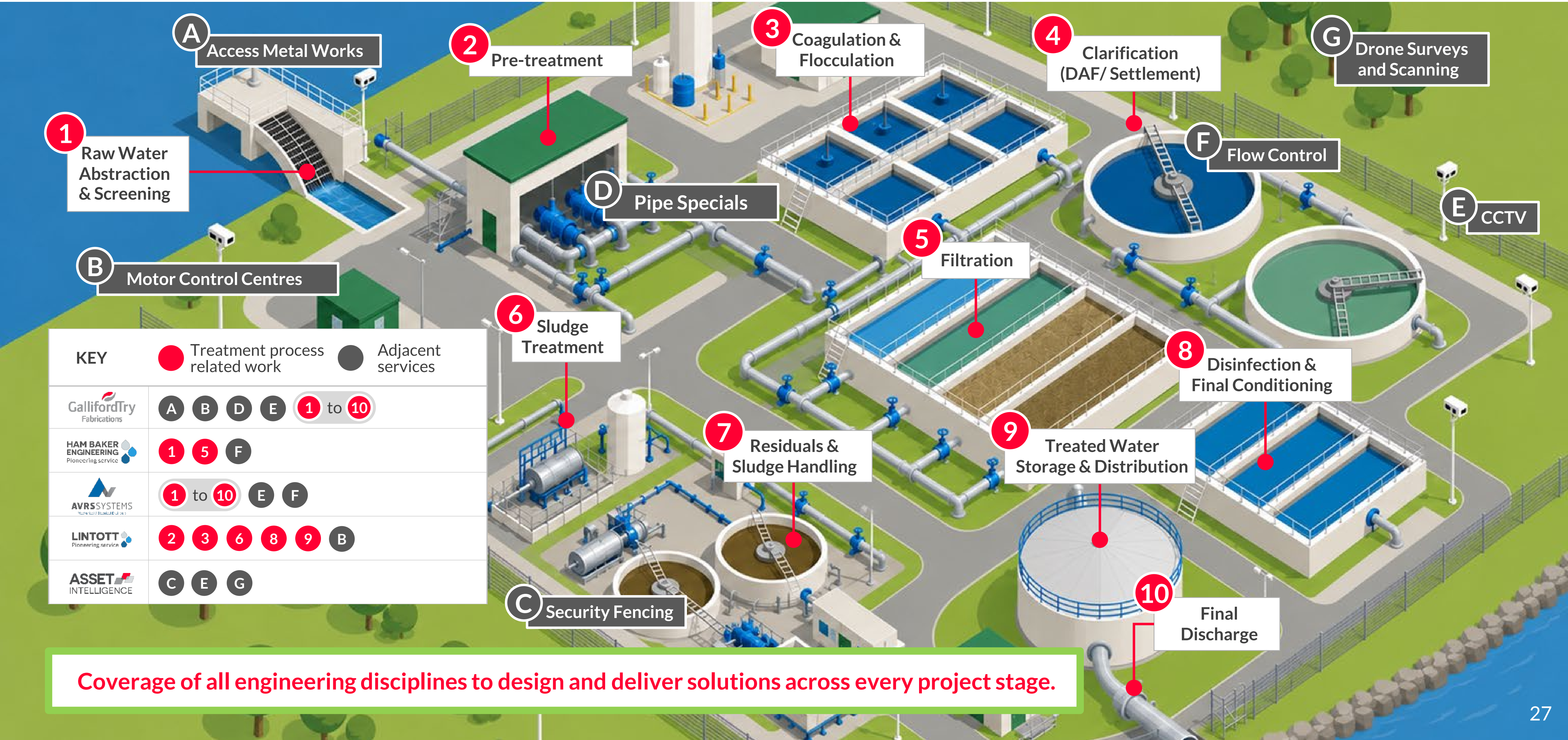


KEY	● Treatment process related work ● Adjacent services
GallifordTry Fabrications	A B D E 1 to 10
HAM BAKER ENGINEERING Pioneering service	1 5 F
AVRS SYSTEMS	1 to 10 E F
LINTOTT Pioneering service	2 3 6 8 9 B
ASSET INTELLIGENCE	C E G

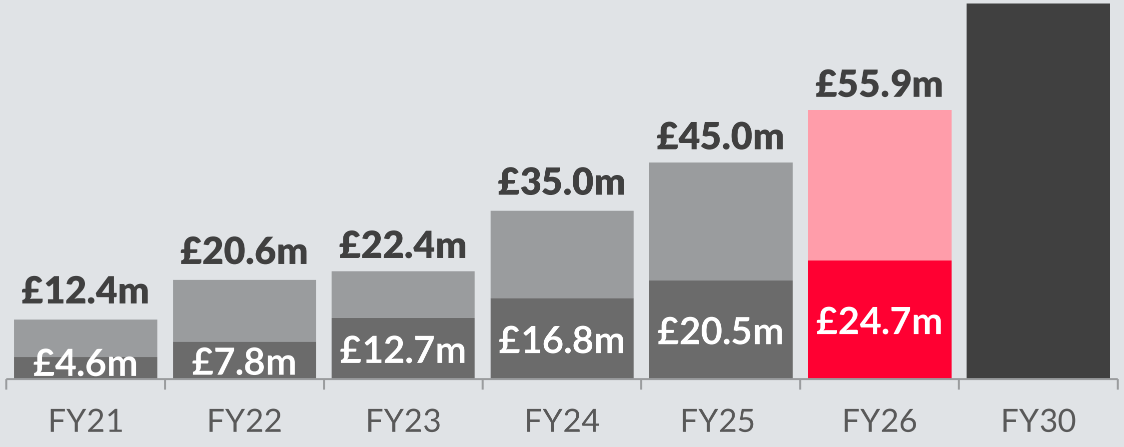
Coverage of all engineering disciplines to design and deliver solutions across every project stage.

Summary and outlook

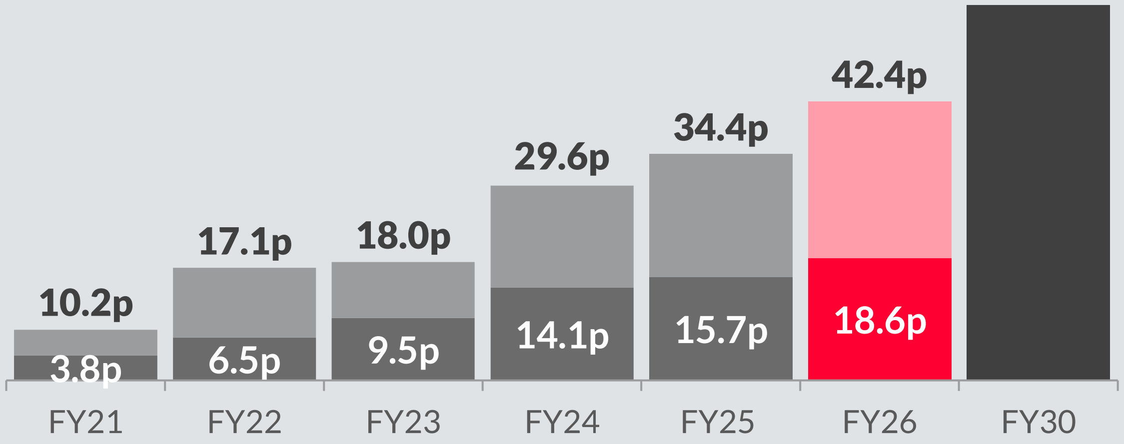
Six years of consistent delivery; on track for 2030

- 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.

Adjusted PBT up 24.2%



Adjusted EPS up 23.1%



▪ 2030 strategic growth targets (indicative).

Questions

Bill Hocking

Chief Executive

Kris Hampson

Chief Financial Officer

Appendices

Galliford Try

Appendices

1. Sustainable Growth Strategy

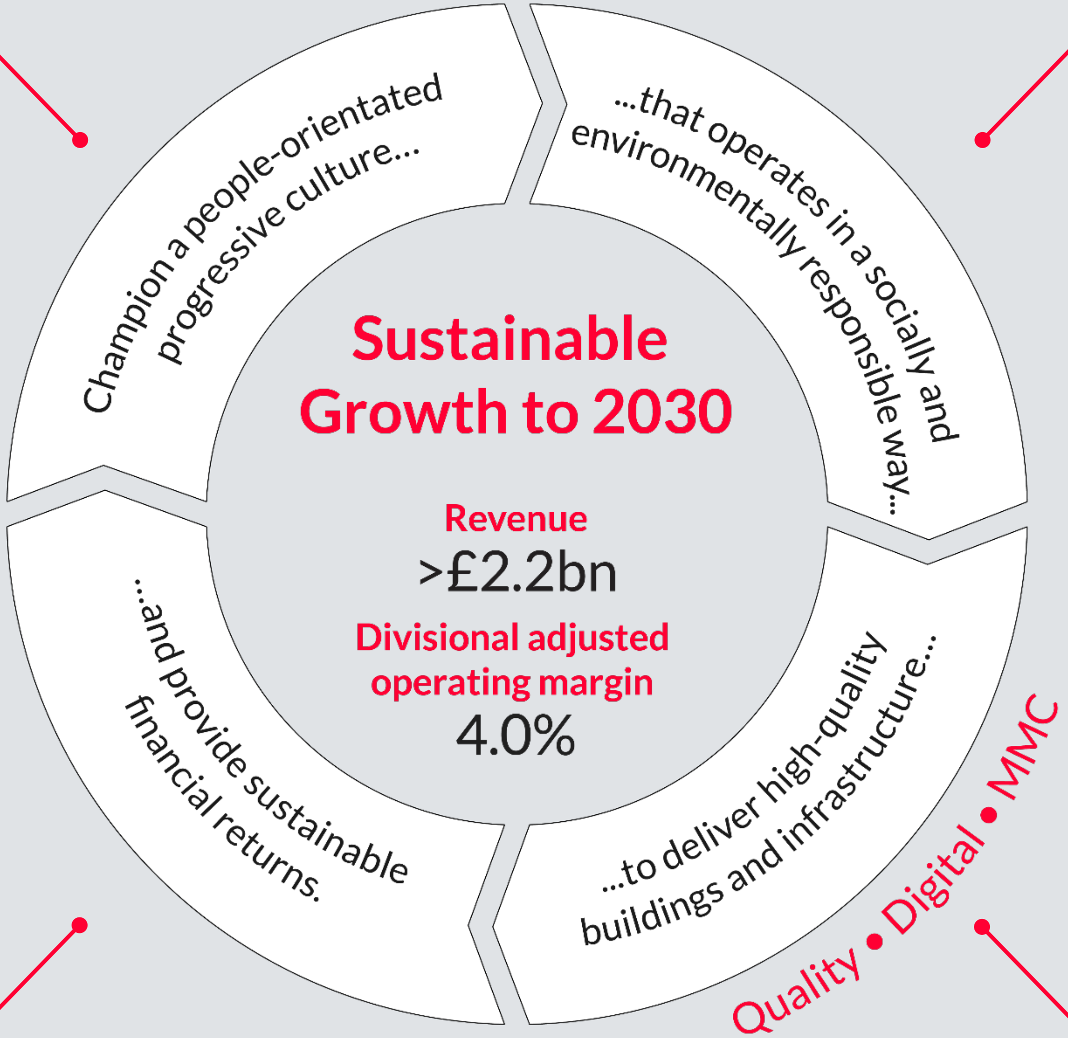
A people-orientated, progressive culture driven by our values.

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.



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.

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.

Appendices

2. Segmental analysis

	Building £m	Infrastructure £m	Combined Building & Infrastructure £m	Investments £m	Central £m	Total £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**

Appendix

3. Acquisition history

GallifordTry

October 2021

- Expanded GT's presence in water nationally through established frameworks and talent base of c900.
- Added higher margin design and MEICA capabilities to GT. Included:
- **Lintott** - Motor Control Centres, control panels and chemical dosing (distribute power and monitor performance, execute automation, and inject precise quantities of chemicals into a process).
- **Fabrications** – access metalworks (inc platforms, stairways) and pipework, pump sets, valves and penstocks.
- **Asset Intelligence** - physical and electronic security and fire solutions.

July 2022

MCS Systems
(now part of Lintott)

- Complementary expertise in controls, automation, MCCs to Lintott's capability, giving it three bases.

November 2022

Ham Baker

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

November 2023

AVRS

- Design, install, commission, and maintain complete Mechanical, Electrical, Instrumentation, Control and Automation systems for water, energy, nuclear, and infrastructure projects.

February 2026

Nene Valley Fire

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

Scan QR code for

- Investor Site Visit - Tim McMahon Southern Water
- A leading player in water
- Bracknell Sewage Treatment Works

Appendices

4. Video library

GallifordTry

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

5. 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

6. 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.

GallifordTry

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

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_2e tonnes)	14,811	16,145	Net zero by 2030
		Verified Scope 3[1] carbon emissions (CO_2e 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.

Appendices

9. Sustainability highlights - FY26

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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

disability confident EMPLOYER

GREEN ECONOMY MARK LONDON STOCK EXCHANGE

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

*Adjusting for acquisitions.

Disclaimer

GallifordTry

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