



# Proudly building **Britain's Future Heritage**

Annual Report & Accounts

## 2024

**Sir Robert  
McALPINE**



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Our offices



# Proudly building Britain's future heritage

Sir Robert McAlpine is a British, family-owned construction and infrastructure company with a proud heritage.

**Founded in 1869, we have been at the forefront of the construction industry for more than 155 years.**

We design, develop, build and preserve some of Britain's most iconic buildings. We shape towns, cities and landscapes, and put the local community at the heart of everything we do.

## Our priority sectors



**Commercial**



**Heritage**



**Industrial**



**Defence**



**Healthcare**



**Nuclear**



**Transport**

**BUILDINGS**

**INFRASTRUCTURE**

Committed to sustainable engineering excellence, after 155 years we understand clients' projects and the communities we work in, always striving to outperform.

It's a way of working we call Build Sure, and it ensures we are always innovating and collaborating to drive improved performance that benefits our clients and helps move the industry forward.



**Safe**



**Sustainable**



**Quality**



**On time**



**Profitable**



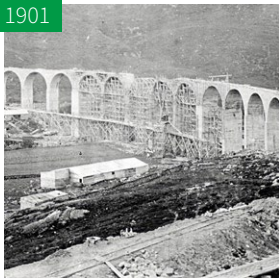
# More than 155 years of delivery



Our founder,  
Sir Robert M<sup>c</sup>Alpine



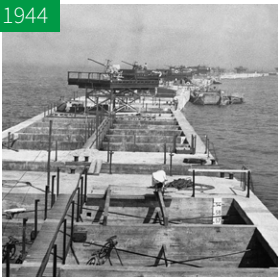
Mine Chimney, Lanarkshire



Glenfinnan Viaduct,  
West Highland Railway



The Dorchester Hotel



Mulberry Harbours



National Theatre, London



North Sea Oil Platforms



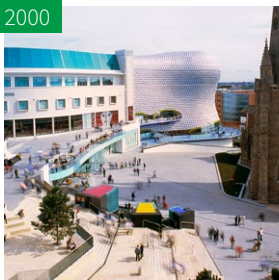
Bradwell Nuclear  
Power Station, Essex



Millennium Dome, London



The Eden Project, Cornwall



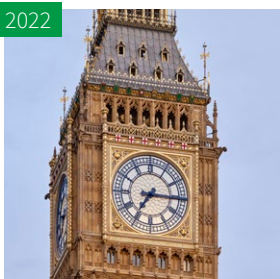
Bullring, Birmingham



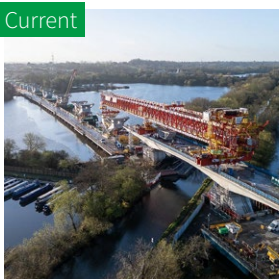
Olympic Stadium, London



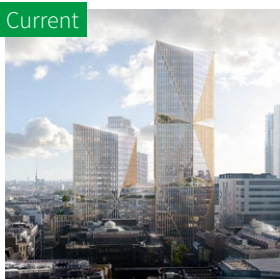
New London Embassy



Elizabeth Tower, Westminster



HS2 Colne Valley Viaduct



2 Finsbury Avenue, London



# Strategy beginning to deliver dividends

*A statement from our Chair, Edward M°Alpine*

A business does not reach more than 155 years in operation without its guardians keeping a weather eye on the market and the wider social and economic forces which shape our world.

**In 2022, recognising the extremely challenging market conditions, the likes of which the construction industry had not seen since the 1970s, the Sir Robert M°Alpine Board, with the full support of the M°Alpine family, had the foresight to embark on a reorganisation of the business, the culmination of which was in 2023.**

The overarching aim of this work was to reduce the risk in our portfolio and deliver a sustainable and successful future for the business and its people.

Having conducted an in-depth analysis of the market and the changing needs of our clients, as well as of our past performance and the opportunities we saw ahead, we developed a strategy designed to help us reset the business and drive future success.

It is a strategy founded on two key tenets:

A **Focus** on our priority sectors and core geographies: working on and pursuing opportunities in locations and sectors where we have trusted supply chain partners, strong client relationships and where we know we can field an A-team.

Our need to **Adapt** as an organisation, moving from a regional to a national sector-focused operating model in order to maximise our efficiencies and success. A single team: flexible, agile, consistent and connected, with all of our resources focused on supporting every project to deliver.

Underpinning this strategy is an unrelenting commitment to operational excellence across our five Build Sure pillars of safety, sustainability, quality, on time delivery and profitability.

Closing out the first year of this new strategy with a return to profit represents a solid start as we begin to see the dividends of the decisions made and the hard work put in by everyone across the business.

I am delighted to say, it is a positive momentum we see continuing into the current financial year. However, we know we have a lot more to do in order to deliver fully on our strategy.



The business is always looking to the future.



Leadership is key, and I'd like to take this opportunity to thank our CEO, Neil Martin, for his tremendous contribution to the business since joining us in February 2024. Neil's infectious energy and strong leadership have been instrumental in helping drive the improvements we have seen in the business and honing our focus as an organisation.

I'd also like to thank the executive team for their thundering hard work and the tenacity they have demonstrated throughout the year.

Finally, I'd like to thank all the wonderful people I am proud to call colleagues for their contribution, as together, we continue to proudly build Britain's future heritage.





# Looking forward with confidence

*A statement from our Chief Executive, Neil Martin*

We must remain focused as we build on our heritage of excellence.

**Since joining Sir Robert M<sup>c</sup>Alpine in February 2024, I continue to be struck, not just by the quality of talent and technical capability in this great organisation, but by the extraordinary legacy that is so integral to the brand.**



Our people and projects represent two of the main reasons Sir Robert M<sup>c</sup>Alpine is held in such high regard right across the UK construction industry, and rightly so. The Company's heritage and its enduring reputation for technical excellence set it apart from its peers and are testament to the talent, commitment and hard work of all those who have gone before us.

I feel we are duty bound to honour both that heritage of excellence and the faith entrusted in us by the M<sup>c</sup>Alpine family by delivering the next chapter in our proud history.

Following the turbulence of recent years, both in the market and the wider economy, this year has seen us continue to reap the benefits of our successful transition to a sector model, as reflected in our stable performance in 2023/2024.

Across the business, our focus remains on client value, operational excellence in delivery and targeting the right opportunities for long-term customers who see the benefits both of early contractor involvement and our collaborative approach. It is a way of working which allows us to draw deeply on the industry-leading expertise of our supply chain partners all of whom share our commitment to best-in-class delivery.

We continue to feel a strong pull from existing and new clients who recognise our ability to deliver sustainable engineering solutions to complex construction challenges. Our pipeline is strong, with a committed order book for 2025 of £1.2bn from secure and nearly secured work, and our cash position remains positive.

So finally, thank you to all our clients, supply partners and, most of all, the people who make up SRM.



# Highlights of the year

## NOVEMBER 23



Courtauld Connects in London was voted winner of the Stirling Prize People's Poll for 2023. Our Special Projects team worked on the transformation of The Courtauld Institute of Art at Somerset House, the most significant modernisation project in its history.



Our Align JV constructing the C1 section of HS2, won the Best Use of Technology Award in the Site Productivity category at the TechFest Awards.



1 New Park Square, Edinburgh Park received the prestigious Outright Winner Award at the Concrete Society Awards.

## DECEMBER 23



We achieved practical completion on Section 1 of the 1 Broadgate scheme for British Land.

## JANUARY 24



The construction of 1 Broadgate reached a new milestone with the installation of the first cladding panels.



Her Majesty the Queen opened Maggie's Royal Free in London, which was built by our Special Projects team.



We reached practical completion on the Hockley Mills build to rent scheme in Birmingham, now known as Goodyard.

## FEBRUARY 24



We welcomed new Chief Executive, Neil Martin.



Our healthcare joint venture IHP was appointed as the Principal Supply Chain Partner under the ProCure 23 Framework for major works for the Northumbria Healthcare NHS Trust.



The giant tunnelling machine named Florence and operated by our HS2 joint venture, Align, completed the 10-mile drive under the Chilterns in 2 years and 9 months.

## MARCH 24



We were delighted to get boots back on the ground at Sellafield after joining its Programme and Project Partners (PPP) as a key delivery partner.



MAY 24



The Forge was named winner of the Innovation Award at the BCO London Awards 2024.



Monkwearmouth Hospital redevelopment gets over the line in Sunderland.



Our IHP healthcare joint venture celebrated the topping out of the first NHS National Rehabilitation Centre.



We were appointed to deliver 2 Finsbury Avenue (2FA), a dual high-rise in the heart of Broadgate in the City.

JUNE 24



We celebrated International Women in Engineering Day by recognising the exceptional contribution of our female engineers.



Our IHP healthcare joint venture celebrated the award of three new projects, including being selected as Preferred Supply Chain Partner for the ProCure 23 Kingston Intensive Care Unit (ICU) project.

JULY 24



Agratas announced our phased appointment as the official delivery partner for Building One of its state-of-the-art battery cell manufacturing facility near Bridgwater in Somerset.



Leading the way in decarbonisation, we achieved PAS 2080 certification across our UK operations.



Work began on Maggie's Northampton, the latest centre we have delivered for the cancer support charity.

AUGUST 24



Our 1 Broadgate team won the Delivering Sustainability with Digital Innovation accolade at the Digital Construction Awards.

SEPTEMBER 24



The Temple Quarter Academic 1 (TQA1) building topped out in Bristol.



Our HS2 Align JV lowered into place the final deck segment of the Colne Valley Viaduct, making it officially Britain's new longest rail bridge.



OCTOBER 24



Our A533 Expressway Replacement Bridge Scheme was honoured with an international Green Apple Environment Award.



We achieved practical completion on the six-year Springfield development for South West London and St George's Mental Health NHS.



There were wins for The Forge and 1 New Park Square at the British Council for Offices Awards.

NOVEMBER 24



Our Healthcare team won three awards and a High Commendation at the Building Better Healthcare Awards.

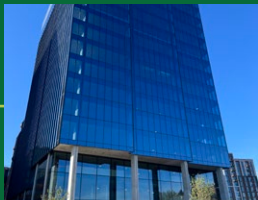


We were appointed to deliver a new energy centre at the British Museum under a preconstruction services agreement.



The Peninsula Hotel in Belgravia was Highly Commended at the Concrete Society Awards 2024.

DECEMBER 24



Station Hill in Reading achieved practical completion.



We entered into a construction management contract with TATA Steel UK Ltd to deliver a new electric arc furnace-based steel production facility as part of the decarbonisation of its Port Talbot plant.

JANUARY 25



Our AmeySRM A533 and A19 DBFO teams were shortlisted for the National Highways Industry Awards 2024.

FEBRUARY 25



We marked the topping out of Maggie's Northampton, the latest in a series of projects for the cancer support charity.



# Engineering excellence from a team like no other



The eye-catching tower crane arrangement at 2 Finsbury Avenue matches ingenuity with technical know-how.

## CRANE CONUNDRUM

What do you do when you need a 170m tower crane but there's no room on the ground to found it on? That was the issue for our team working on 2 Finsbury Avenue, our latest project

for British Land and GIC as part of the redevelopment of the Broadgate Campus in the City of London. Step forward our inhouse design, lifting and plant teams, who worked with our site

team to create a clever supporting steel grillage that cantilevers off the core of the building. An ingenious solution skilfully realised.



## GOING UNDERGROUND

The landmark twin tower scheme at 2 Finsbury Avenue is being delivered using top-down construction. This meant that while the superstructure was rising more than 120m above street level, the site team were busy simultaneously digging out 36,500m<sup>3</sup> of earth to form three levels of basement. It's an approach that has helped shave nine months off the project's programme.



**“Our long-standing and collaborative relationship with Sir Robert M'Alpine has delivered fantastic buildings for us at Broadgate, so we are delighted to be working with them to deliver this iconic new building.”**

**David Lockyer, Head of Development at British Land**

A bottoming out ceremony was held to mark the building's basement reaching full depth.



# Hotel lift with a difference







We jacked the entire hotel up whilst we excavated below before transferring its weight onto newly constructed foundations.

## GOING UP!

Creating two added layers of basement at The Westbury as part of a project designed to breathe new life into this luxury London hotel, meant finding a solution to how we held the building up whilst we excavated underneath it. Drawing on our inhouse design expertise, we created a temporary set of foundations and effectively jacked the whole building up whilst we transferred its weight onto them. This freed us up to remove the existing foundations and dig out the basement.





# Empowering local businesses

Artist's impression of the Agratas facility in Bridgwater.



## OPENING UP BIG OPPORTUNITIES FOR SMALL BUSINESSES

In partnership with Agratas, we hosted 340 people from a variety of businesses across Somerset at an open day focused on future supplier opportunities on what is set to be the biggest electric car battery facility in the country. To give an idea of the scale of the plant, Building One and ancillary development will have a footprint 35% larger than Wembley Stadium.



We welcomed representatives from a host of local businesses to site for a specially arranged supplier day.



# Setting new standards in healthcare

## CUTTING EDGE CONSTRUCTION

Being entrusted with the construction of the first NHS National Rehabilitation Centre (NRC) is a huge responsibility and one which our Integrated Health Projects (IHP) joint venture team has embraced with gusto. The team have used modern methods of construction to ensure the delivery of a world class, highly energy efficient facility that will support the NHS ambition to be Carbon Net Zero by 2045. The integration of Smart Hospital design will help ensure the NRC is as digitally advanced as possible, with the capability to incorporate additional cutting-edge technology in the future.



The National Rehabilitation Centre in Loughborough will provide state-of-the-art care.



**Building  
beauty**







The breathtaking Colne Valley Viaduct skims across the surface of the water.

## THE ART OF CONSTRUCTION

The 3.4km Colne Valley Viaduct, delivered for HS2 by our Align joint venture, was named winner in the engineering category of the Fine Art Commission Trust's third annual Building Beauty Awards. The judges described it as an engineering and design "tour de force".

The structure's elegance belies the mammoth scale of its component parts, with 1,000 giant concrete pre-cast segments used to build the structure's deck. Weighing up to 140 tonnes and made on site, each segment is uniquely shaped to achieve the viaduct's curve and the varying lengths of its 57 arches.



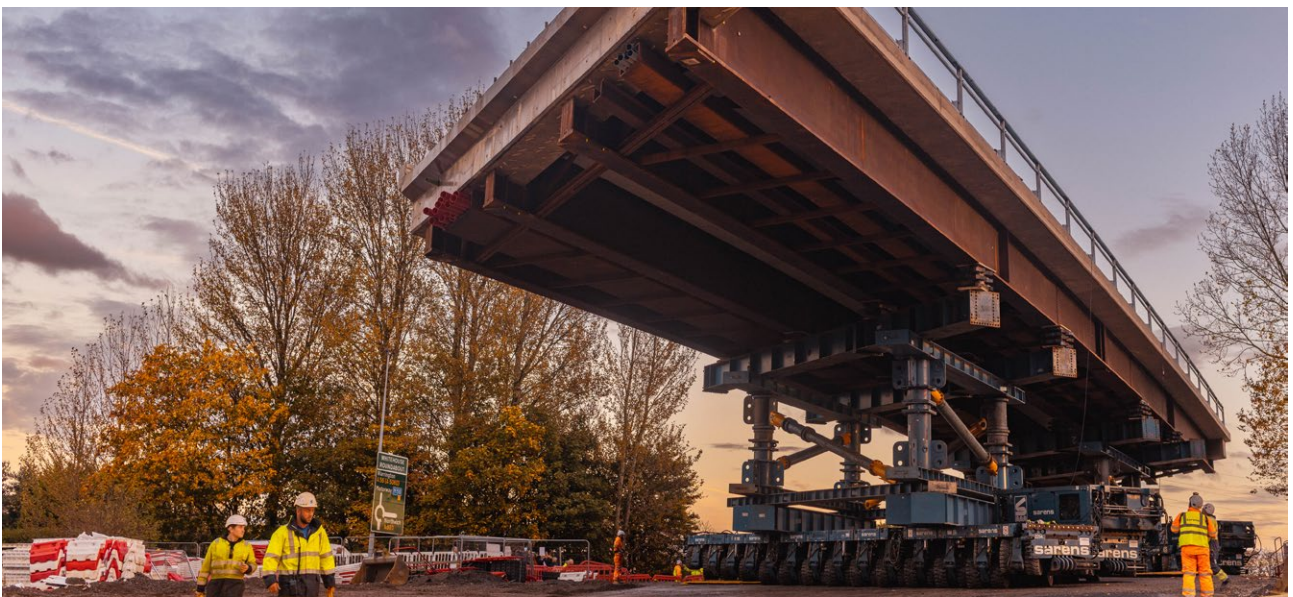
A colossal exercise in civil engineering, the viaduct is as complex in construction as it is elegant in design.



# Sustainable engineering excellence

We pride ourselves on providing sustainable solutions to complex construction challenges.

**Early engagement and a collaborative approach with likeminded clients and supply chain partners is key.**



The A533 bridge replacement represents a great example of sustainable engineering excellence

## A533 Expressway Bridge Replacement Scheme

A shining example of how through collaboration in design, procurement and construction we are able to deliver sustainable infrastructure which aligns to both our client's and our own sustainability requirements.

Delivering a 38% carbon reduction between early and detailed design stages, the project team were able to save 929 tCO<sub>2</sub>e, through solutions like revising the bridge design to reduce

its width and span, and the development of an alternative, more sustainable piling solution. From the multiple reuse of temporary works aggregates to the repurposing of structural fill and piling materials, every opportunity was exploited to deliver in line with our client's Zero Carbon roadmap.

The approach saw our AmeySRM JV team honoured with an international Green Apple Environment Award.





### Gradel Quadrangles, Oxford

Our technical expertise allowed us to take a bold approach to the delivery of carbon savings at the first purpose-designed quadrangle built in Oxford since 1403.

At technical design stage, we looked to explore a safer, more cost effective and low carbon approach to the planned sprayed concrete roof.

In full consultation with the college and collaborating with our architect and structural engineers, we developed a glulam timber structure solution with tessellated aluminium tiles which delivered the modern aesthetics the college and architect were looking for but was cheaper to build, whilst also delivering a significant reduction of programme and minimising the level of embodied carbon.

The revised roof was just one example of savings in embodied and whole life carbon delivered by the project team, as a result of which they were recognised by the ICE Carbon Champion programme.

### Temple Quarter Academic 1 Building

Embedding low carbon engineering into the design and ensuring early collaboration with our supply chain partners helped deliver significant embodied carbon savings on this six-storey academic building for the University of Bristol.

Working in collaboration with Buro Happold, we optimised the design for the structural frame, reducing the associated upfront embodied carbon by almost half.

With the ready-mix concrete representing 70% of the remaining emissions, our team worked closely with key supply chain suppliers to reduce the carbon intensity of the concrete during procurement, resulting in a reduction in emissions of some 25%.



A collaborative approach was instrumental to emissions reduction on the TQA1 building in Bristol.



### Three Chamberlain Square

Delivering sustainable solutions to construction challenges has been integral to the construction of this 10-storey development in Birmingham, the first office building in the West Midlands designed to achieve a BREEAM Outstanding rating.

Our team opted for the use of post-tensioned concrete slabs in all bar the ground floor and basement slabs, an option which is more materially efficient, using less reinforced concrete for the same span and loading. The team reduced upper floor slab thicknesses to just 215mm using post-tensioning, saving approximately 45-50% of steel reinforcement compared with a standard slab.



Three Chamberlain Square is setting new standards for sustainable office space in Birmingham.

Due to the reduced weight of the structure, following ground analysis, the team were able to further reduce embodied carbon by eliminating the need for piling in the foundations.

The materially efficient development is currently on track for a carbon footprint of just 475kgCO<sub>2</sub>e/m<sup>2</sup> (A1-A5), exceptionally low for an entirely new-build scheme.

The project has also achieved a NABERS design rating of 5 Stars, achieving exceptionally low operational energy performance through an optimised façade and efficient all-electric building services.



### 1 Broadgate

Our work over the years with British Land and our supply chain partners on the Broadgate framework showcases what can be achieved on commercial developments in terms of sustainability.

1 Broadgate builds on the success of previous projects on the framework, such as the multi-award winning 100 Liverpool Street.

Our involvement in this 12-storey, 500,000 square foot design and build office scheme began three years ago when we embarked on a PCSA which saw us influencing the design early on in its development, allowing us to solve problems and embed sustainability in line with client requirements.

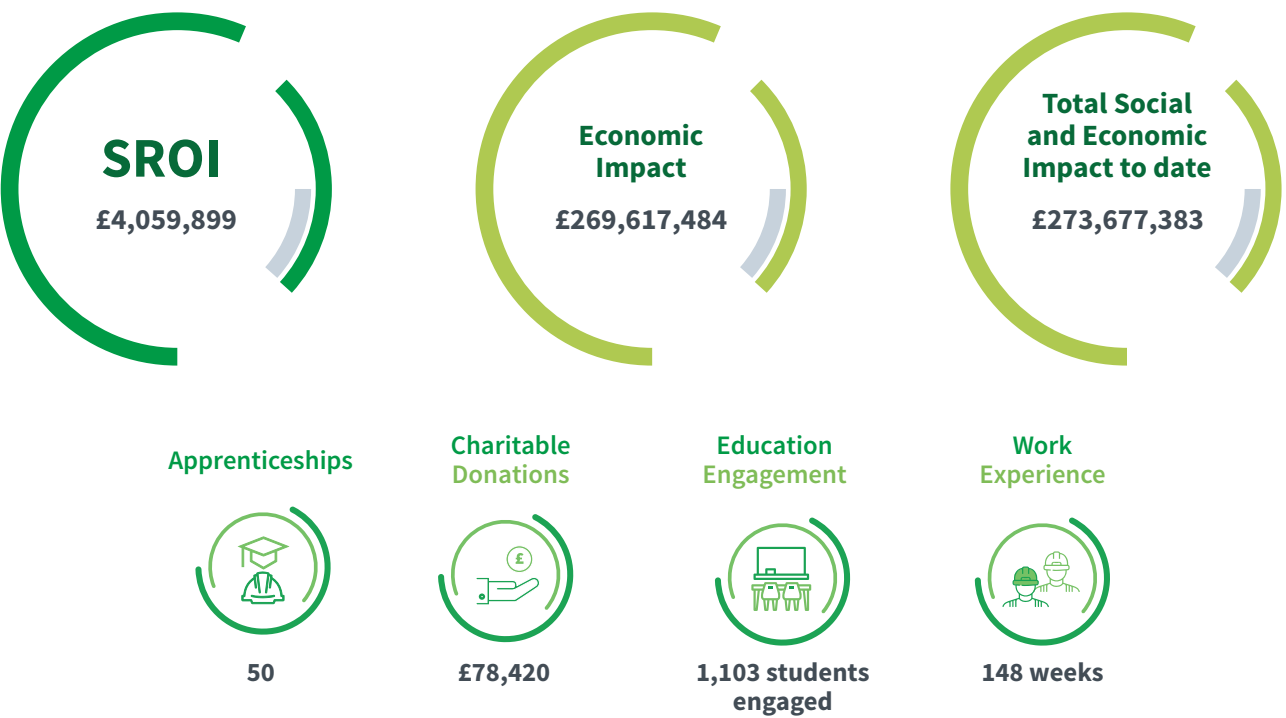


Sustainability has been a driving principle right from the start of the 1 Broadgate project.

On 1 Broadgate we were able to implement circular economy and carbon saving initiatives such as:

- Reducing the raft slab thickness
- Using a cement free ultra-low carbon piling mix
- Optimising concrete mixes for all concrete elements - maximising cement replacements
- Redesigning 584t steelwork in the building’s frame to allow sourcing from a low carbon (Electric Arc Furnace) manufacturer. We also used low weight columns, reducing the overall weight of the structure
- Changing the glass specification for a lower carbon alternative to toughened glass
- Removing and reusing 31,869 raised floor tiles
- Removing for testing and reuse 140 tonnes of structural steel
- Upcycling 90t of granite from the existing building façade into terrazzo tiles for use on the project.

### OUR SOCIAL IMPACT ON 1 BROADGATE





# Innovation is part of the day job

Innovating to solve problems is part of what we do best. It's second nature to our people, who are continually resolving challenges on our sites as part of their everyday work.

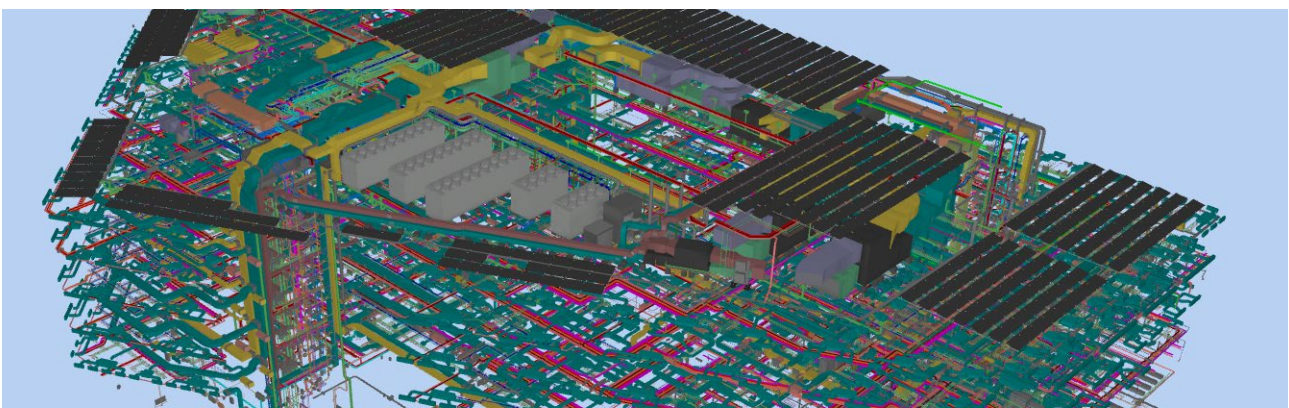
## BIM-powered robot delivering safety and next-level productivity

We used the latest robotic technology to improve safety, accuracy and productivity during MEP works on the six-storey The Temple Quarter Academic 1 (TQA1) building for the University of Bristol.

Such was the quality of the BIM model produced for the project that we were able to use the Hilti Jaibot semi-autonomous robot to drill thousands of 'drop rod' holes into the ceilings of each floor with pinpoint accuracy. These holes are used to secure the modular units that provide the building's services.

Taking installation work to the next level of productivity, the robot was able to drill more than 400 holes in a day while being operated by one person. This compares with an average of 160 holes drilled per day by a typical two-person team, thus saving time and costs.

Crucially, the use of the technology effectively also eliminated any risk from construction dusts, working at height, hand arm vibration and fatigue.



Moved from one location to another by remote control, the robot device drills all the holes within reach fully automatically.





### AI helping drive project performance

Since partnering with Buildots three years ago, we've been using its AI-powered construction management solution to help improve on-site performance and collaboration, enhance client relationships and effectively mitigate delay risk to keep our projects running smoothly.

Allowing precise monitoring of onsite activities and performance, the platform's ability to provide early warnings about potential delays and identify issues before they escalate has been critical in maintaining project schedules and avoiding potentially costly setbacks.

Our teams have used Buildots technology across more than 260,000 m<sup>2</sup> of construction area on five projects, with even more in the pipeline.

### Exploring the potential of Augmented Reality

Our people are never happier than when they're pushing the boundaries of construction technology. So when our 1 Broadgate team got the chance to be involved in research around the use of Augmented Reality to drive productivity they jumped at the chance. Sanaz Sheikhi, Senior Digital Construction Manager at 1 Broadgate, says: "We're fully immersed in using the digital tools currently available to us and see a lot of value in investing time in new methods, so it was exciting to be a part of the research. The headsets were helpful for us to forecast works, understanding where there may be schedule conflicts or actual physical conflicts on site."





# Equipped to deliver

We have the plant, equipment and highly experienced personnel to service the largest and most complex of projects.

From site set-up, to plant, logistics, access and industry leading lifting expertise, our in-house capability provides high quality, creative solutions which are safe, reliable and offer excellent value for money.

And because it's all done in-house, our clients also benefit from our one-team approach, which simplifies communication, optimises response times and maximises value.

We have:

- An extensive modern fleet of large capacity tower cranes and hoists
- Industry-leading expertise in access, logistics and specialist lifting, plant selection and specification
- Telescopic handlers, dumpers and commercial vehicles
- Quality site accommodation units
- An extensive range of non-mechanical plant including scaffolding, temporary fencing and edge protection
- Highly trained and competent maintenance and support teams
- Expert services such as bespoke fabrication.





# The spirit of Sir Robert M<sup>c</sup>Alpine

Our people are the driving force of our business, embodying the true spirit of Sir Robert M<sup>c</sup>Alpine.

**Renowned for their technical expertise, our people are proud of the Company's contribution to the UK's heritage and looking forward to helping build its future.**

Here's a snapshot of what some of them got up to over the last year.



Twenty-two colleagues completed our Future Leaders Programme, achieving their CMI Level 7 Diploma in Strategic Management and Leadership Practice. Added congratulations to those who also undertook the Level 7 Senior Leader Apprenticeship. Delivered in partnership with Cranfield Executive Leadership, the programme provides a structured development path for team members looking to progress their careers within the business.



We made it through to the semi-finals of the first-ever Stanhope Foundation five-a-side football tournament. Although that was as far as we progressed, it is worth noting that we defeated the eventual winners, Byrne Bros, with a thrilling 5:3 victory in the group stages. Not that we're competitive at all!





Ryan Armstrong, front left, and his colleagues from our M6DBFO team raised £4,000 for Maggie's by climbing Ben Nevis in memory of Ryan's late mum Jackie who had set herself the goal of raising £100,000 for the cancer support charity.



After a triumphant Paris Games which saw them bring home a remarkable 124 medals, our very own Liz Waters and Arnaud Pelle, pictured, joined the ParalympicsGB team including Jaco van Gass, left, and Jody Cundy, for a special Homecoming event in Birmingham in September. We are delighted to have fulfilled our commitment to support the British Paralympic Association up to the Paris 2024 Games and wish them all the very best for the future.



Our The Temple Quarter Academic 1 (TQA1) building project has teamed up with the University of Bristol, for the city's first ever Design Engineer Construct (DEC) Programme aimed at secondary school pupils. The accredited learning programme aims to promote and inspire the next generation of professionals into the construction industry.



As part of our ongoing work to champion mental health awareness and support, our Wellbeing Build Sure Group produced an updated hard hat sticker for our site-based Mental Health First Aiders (MHFA). The new sticker features a green ribbon, the international symbol for mental health awareness. We have around 170 Mental Health First Aiders (MHFA) across the business who are trained to listen, reassure, and respond to individuals in need of support across our office, site, and home-based locations.





Our Broadgate teams raised a fantastic £3,565 for Maggie's courtesy of a charity race night.

I feel my military service has provided me with many soft skills that have been directly transferable to my business roles such as leadership, being comfortable with uncertainty, coaching, and being a team player."

**Nick Podevyn**

Innovation & Improvement Manager



In the run up to November's Remembrance Day, it was the turn of members of our ex-armed forces community to step into the limelight as we shared their reflections on life in the military and the many transferable skills former military personnel can bring to an organisation.



Richard Stelling, in right of picture, a supervisor from our A19 ROM team, was named the Construction Apprentice of the Year at The North East Apprenticeship Awards.



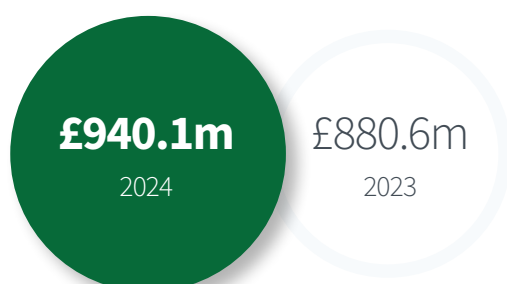
Our Derby and Kingsway Hospital team dug in to help plant hundreds of plants and bushes for a hedgerow that, as well as providing privacy for patients, will create a vital habitat for wildlife.



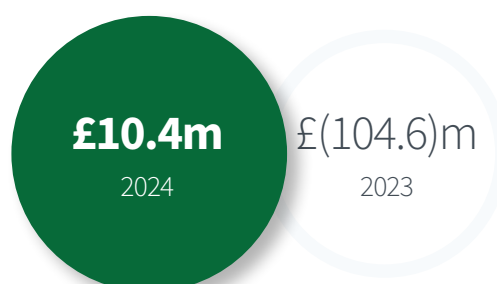
# Financial highlights

YEAR ENDED 31 OCTOBER 2024

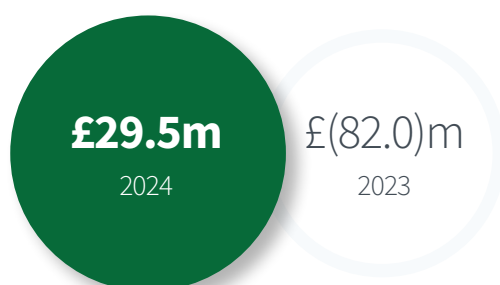
## Turnover



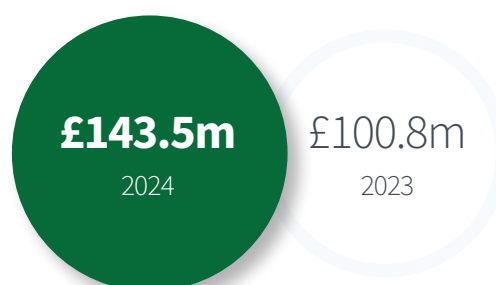
## Profit/(loss) before tax



## Net cash flow from operating activities

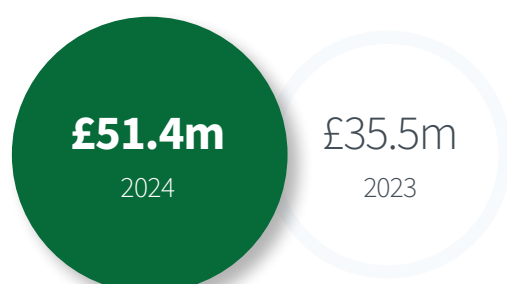


## Cash and cash equivalents

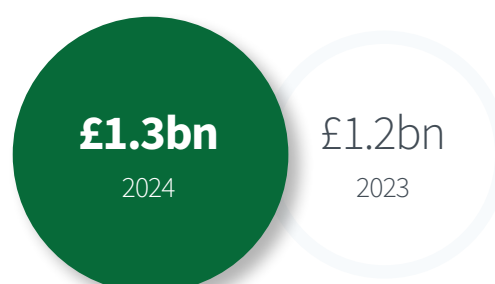


No debt other than finance leases

## Net assets



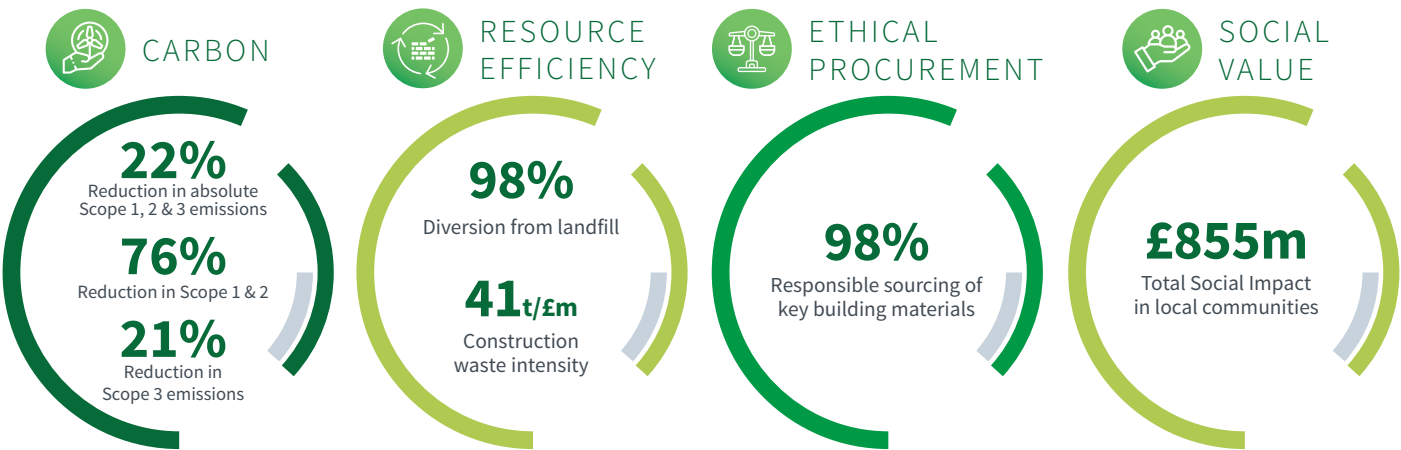
## Order book - secured



For further details and discussion of the above results, see "Chief Financial Officer's review" (pages 46 and 47).



# Non-financial performance indicators



We're proud of the progress we made last year in integrating sustainable practices across our operations. The highlights below demonstrate the positive impact we're having and how we're delivering on our strategy.

## Health & safety

### 12-month rolling accident frequency rate (AFR)



The rolling 12-month Accident Frequency Rate (AFR) increased slightly in 2024; however, it remains in line with the construction industry average. Both the Lost Time Incident Rate (LTIR) and All Accident Rate (AAR) rose during this period, from 0.18 to 0.29 and 0.97 to 1.12, respectively. Encouragingly, the High Potential Incident Rate (HPIR) showed a significant improvement, decreasing from 0.43 to 0.29 in 2024. This positive outcome reflects the success of the measures implemented throughout the year to enhance culture and standards.

While these results remain encouraging, 2025 will see the rollout of an enhanced Health, Safety, and Wellbeing (HSW) strategy aimed at fostering a more mature and resilient safety culture.

*The Accident Frequency Rate is calculated by taking the number of reportable injuries / number of person hours x 100,000*

*Lost Time Incident Rate - number of lost time injuries / number of person hours x 100,000*

*All Accident Rate - number of minor, lost time and RIDDOR injuries / number of person hours x 100,000*

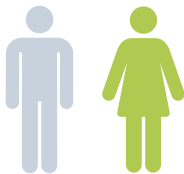
*High Potential Incident Rate - number of High Potential incidents / number of person hours x 100,000*

## Gender pay gap

We believe everyone should have access to the full range of exciting and fulfilling career opportunities construction has to offer. In a historically male-dominated industry like ours, the gender pay gap reflects the resulting imbalance in gender diversity at senior levels. We remain committed to doing all we can to reshape the industry along more equitable lines. Whether by inspiring more women into construction or by providing our female employees with the development and support they need to progress to senior levels, we will continue to work towards achieving greater female representation across the business. Whilst our figures show a slight improvement in our mean and median pay gaps against the previous reporting period, reducing by 1.9% and 1.5% respectively, we remain frustrated at the pace of progress. We will continue to take every opportunity to drive change and create a work environment in which everyone can contribute, feels valued and can thrive, as we work towards a more inclusive and representative industry.

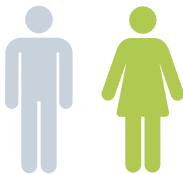
### Current mean gender pay gap

23.3%\*



### Current median gender pay gap

29%



*\*This shows the mean and median difference in the fixed hourly earnings between men and women who work for Sir Robert M<sup>c</sup>Alpine Limited as of April 2024.*



# Our vision for sustainability

Non-financial and sustainability information statement

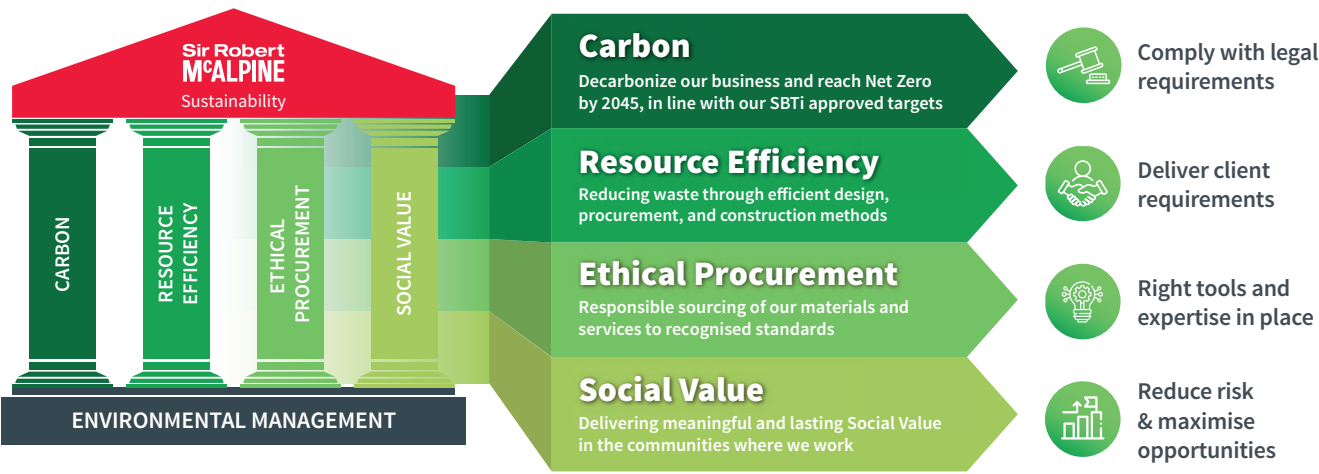
Our sustainability strategy creates long-term value for all stakeholders, supporting economic growth and promoting environmental stewardship and social well-being.

**We have clear strategic objectives that guide our sustainability efforts.**

Our strategy ensures that we identify and manage the risk and opportunities that arise delivering a sustainable built environment.

The experience we gain through the delivery of this strategy is embedding sustainable engineering excellence into our business.

For more than 155 years, engineering has been at our core – now we’re directing this experience and collective knowledge to help address the climate crisis and deliver added value for our clients.







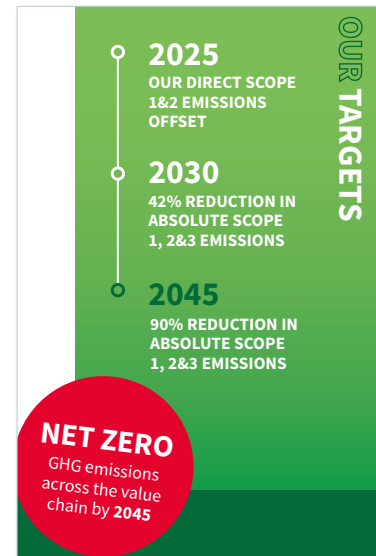
## Carbon

As we strive to be Net Zero by 2045, our sustainable engineering excellence isn't just reducing our own carbon footprint – it's helping our clients achieve their environmental goals too.

We are proud to be the first Tier 1 contractor to have our entire business certified to the carbon management standard PAS2080. Integrating our approach to carbon in our business ensures we have robust systems, processes and capability in place to identify and manage carbon reduction opportunities on our projects. This reduces their impact and increases certainty of performance for our clients.

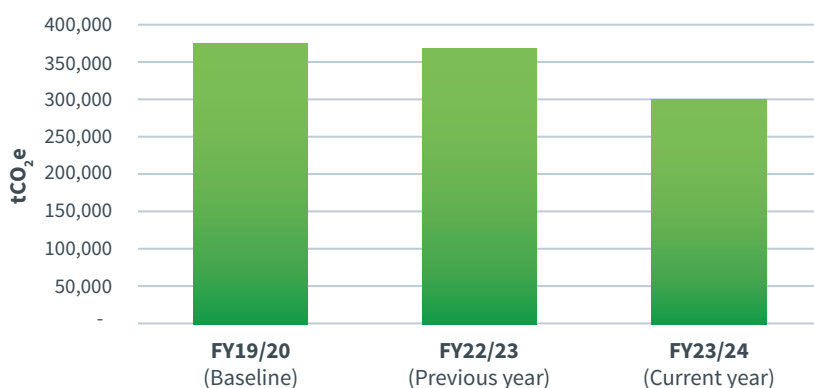
The implementation of PAS2080 and the wider delivery of our Net Zero action plan is reflected in our overall carbon performance.

This year we recalculated our baseline to align with our current methodology to ensure consistency and increase accuracy. Further detail on performance, along with our restated performance can be found in our climate - related reporting and disclosures section of this report on pages 39-45.



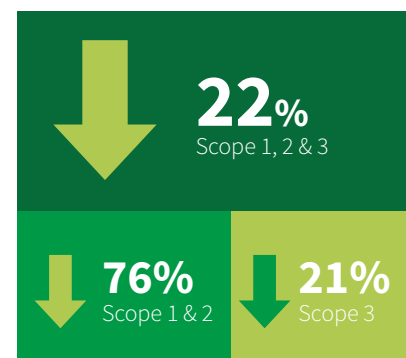
## We are on track to reach Net Zero

**Market-based emissions (Scope 1, 2 & 3) performance**



A **22%** reduction in our absolute Scope 1, 2 & 3 emissions, keeps us on track to achieve our interim 42% reduction by 2030, and 90% reduction by 2045 targets.

We are proud of our performance to date, and an overview of how we have achieved this performance is provided below.



However, we recognise the challenge that still lays ahead to continue reducing our emissions and reach our Net Zero targets.



## Reducing Scope 1 & 2 emissions by using less and switching to renewables

We achieved a **76%** reduction in our Scope 1 & 2 emissions by:

- 1** Using less energy, with electricity and fuel consumption down **40%** and **27%** respectively
- 2** Using more renewable electricity, with **87%** of our total consumption now from renewables, an increase of **7%**
- 3** Replacing carbon intensive diesel with over **618,000** litres of low carbon Hydrogenated Vegetable Oil (HVO) fuel.

## Increasing the accuracy of our Scope 3 data

A **21%** reduction in our Scope 3 emissions is a result of improved accuracy in our purchased goods and services category. This category, accounts for **86%** of our total emissions and includes the materials and products we use. The improved accuracy has been driven by:

- Transitioning from a spend based approach to material specific quantities and emissions for key materials such as concrete and steel.
- Using our ConcreteZero and SteelZero initiative reporting datasets to provide further granularity on our concrete and steel data.

Our 3 emissions reduction programmes ensure we continue to build our sustainable engineering excellence capabilities, offering clients carbon reduction solutions and innovations on the projects we deliver.

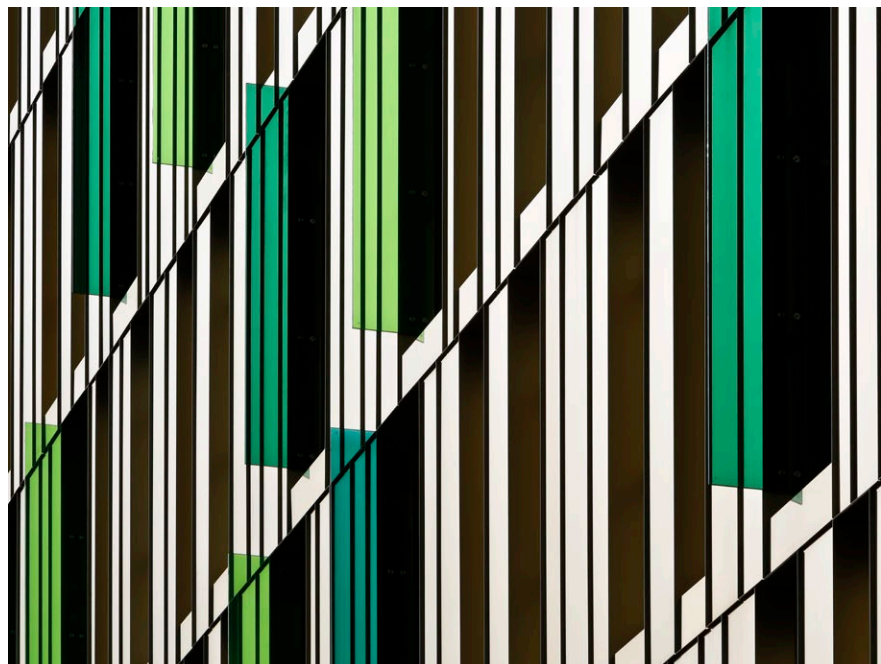
As signatories to ConcreteZero and SteelZero, industry wide initiatives aiming to signal the demand for low carbon concrete and steel, we are committed to increasing the amount of low carbon concrete and steel we use and reducing the impact of our two biggest carbon hotspots.

We have focused our efforts on improving the accuracy and efficiency of our concrete and steel dataset. This dataset provides insights for us on how we are performing and our clients on what standard, good and market leading concrete and steel looks like.

**60%** of our ready-mix concrete is 'Low Embodied Carbon Concrete'. This is ahead of the ConcreteZero targets of **30% by 2025** and **50% by 2030**

**44%** of our structural steel and steel reinforcement is 'low emission steel'. This puts us on track to achieve the interim SteelZero target of **50% by 2030**

Visit [Netzero.SRM.com](https://www.netzero.srm.com) for more information on our approach and performance.







## Resource Efficiency

We're committed to the delivery of a circular economy and are changing the way we design, procure and construct our projects to achieve this transition.

Resource efficiency is about building smarter. It means minimising waste and maximising the value of every material we use.

The efficient use of material is another area where our sustainable engineering excellence comes into play - whether it's our in-house M<sup>c</sup>Alpine Design Group finding solutions which use less materials or our site managers storing and using materials in the most efficient way.

This commitment benefits everyone. By streamlining our processes and embracing innovative techniques, we not only reduce our environmental footprint but also boost our bottom line.

Waste reduction is the responsibility of every person in Sir Robert M<sup>c</sup>Alpine, and we empower our people to seek out and reduce wasteful practices, supported by our management processes and internal expertise.

Design Out Waste workshops are conducted on all projects to identify waste streams, and we've embedded circular economy design principles into our ISO14001 certified management processes.

# 98%

**Construction Waste  
Diversion from Landfill**

# 41<sub>t/£m</sub>

**Construction  
Waste Intensity**

When waste does arise on our projects it is managed in the most effective way possible, following the waste hierarchy, where landfill disposal is the last option. This year, we diverted 98% of our construction waste from landfill.

We also monitor and report our waste intensity (measured in tonnes per £m turnover), which measures how much waste a project generates relative to its size. It's like a waste-to-building ratio. This helps us understand how efficiently we're using resources and identify areas for improvement.

This year our construction waste intensity was 41 t/£m, a slight increase from the previous year, and was due to a number of our projects entering resource intense periods of their programmed works.

We continue to improve our data collection and assurance, and through tracking waste intensity, we're able to benchmark performance, set targets for reduction, and ultimately move towards a more circular use of materials.







## Ethical Procurement

We're committed to sourcing goods and services that align with our values and environmental goals and business values.

Our Sustainability and Procurement teams work hand-in-hand to embed sustainability requirements into every stage of our supply chain.

This includes:

- **Strong supplier partnerships:** Collaborating with suppliers who share our commitment to ethical and sustainable practices.
- **Prioritising certified materials:** Sourcing materials with third-party certifications like BES6001 and ISO14001, ensuring they meet stringent environmental standards.

This year, we responsibly sourced 98% of our key building materials with third party certification, demonstrating the maturity of our processes and our commitment to supply chain transparency.

This achievement underscores our dedication to minimising the environmental impact of our projects.

# 98%

## Key Building Materials Responsibly Sourced

We're using our purchasing power to support sustainable and ethical business practices.

By embedding ethical considerations into our procurement processes, we build stronger relationships with our suppliers, enhance our reputation, and contribute to a more just and sustainable construction industry.

Ethical procurement activities also support our ongoing work to combat modern slavery risk within our business and the wider industry. For more information on what we're doing, please read our [modern slavery statement](#).







## Social Value

We're committed to building more than just structures – we aim to build stronger communities, delivering meaningful, lasting social value.



Social value is all about creating positive outcomes for society. It's about looking beyond just profit and considering the wider impact of our actions on people, communities and the environment.

Think of it as a way of measuring the good that an organisation does. To deliver our aim we conduct thorough community needs assessments to ensure our projects deliver meaningful benefits, such as creating jobs, supporting local businesses, and protecting the environment. This approach aligns with our clients' goals and helps us maximise the positive impact we have on society.



We measure Social Impact using the three pillars of social value:

- **Economic** – money spent on local supply chain and materials
- **Social** – the monetary values of the outcomes of activities like apprenticeships, school visits and volunteering
- **Environmental** – the monetary values to environmental outcomes like waste and carbon reductions on our projects.



**40**  
**Apprenticeships**



**99**  
**Jobs Created**



**£408k**  
**Charitable Donations**



**79**  
**Work Experience Placements**



**8,899**  
**Education Support Participants**



**733**  
**Employment & Skills**



**3,838**  
**Community Engagements**



**1,876**  
**Volunteering Hours**

## 2024 Social Impact



**£855million**

*SROI = £21m, Economic Impact = £785m,  
Environmental Impact = £49m*

In 2024, we generated over £855m in social value, demonstrating our commitment to making a real difference in the communities where we work.

While the majority of this impact (£785m) was economic, we're proud to see significant growth in our social and environmental contributions, which reached a combined £70m. This reflects the dedication of our project teams across the UK to delivering meaningful change.

From charitable donations and education support to community outreach and our Net Zero Pathway, our initiatives are creating a lasting positive impact. We're excited to see our social value continue to grow in the years to come.





# Carbon appendix

## Climate-related reporting and disclosures

### Greenhouse Gas (GHG) inventory

The GHG inventory has been independently verified by BSI as meeting the requirements of ISO14064-1:2018 on a limited assurance basis.

- A GHG Inventory Management Procedure, approved by the Sustainability Director, is in place to document and manage all aspects of the inventory.
- The GHG Inventory scope boundary is all operations associated with Sir Robert M<sup>c</sup>Alpine Limited.
- The boundary approach is to include emissions where the Company has operational control.
- For Scope 2 emissions, both location-based and market-based approaches are calculated.
- All value chain emission categories have been included that are applicable to company operations.
- A significance criterion of 5% is applied to the inventory, meaning emission data sources below this threshold may be omitted from the footprint due to their lack of magnitude, level of influence, data availability or data accuracy.
- The GHG Inventory baseline year is 2020 and has been recalculated this year to align with our current methodology. This methodology has been refined to ensure the latest best practice and industry guidance is being followed, improving consistency and accuracy across our datasets. The recalculation of our baseline year now allows direct comparisons between our datasets and removes a number of previous limitations. Despite the COVID-19 pandemic, the dataset was deemed to be representative of typical company operations.
- Activity-based data has been used where available and deemed to be of sufficient accuracy in line with best practice. Where activity-based data was not available or of sufficient accuracy, spend-based data has been used. In some instances, proxies have been used based on limited data availability.
- The emission factors used for 2024 are from a variety of sources including UK Government, individual electricity suppliers, Environmentally extended input-output (EEIO), and Exiobase.
- A qualitative uncertainty analysis has been undertaken on the inventory for 2024, following the IPCC and GHG Protocol guidance, and following the principles of ISO 14064-1. This has produced uncertainty figures of:
  - Scope 1 & 2 (market-based): +/-3.8% (high certainty), due to our accuracy of fuel and electricity consumption data and use of UK Government emission factors.
  - Scope 1, 2, & 3 (market-based): +/-25.3% (fair certainty), influenced by our use of a spend-based approach for the majority of emissions and some proxies, in addition to utilising activity data where available and deemed of sufficient quality.
- The Company is continually improving the GHG Inventory and have a Data Improvement Roadmap in place to drive this process.



## GHG INVENTORY EMISSIONS

GHG Scope	Category	2024 Current year emissions (tCO <sub>2</sub> e)	2023 Previous year emissions (tCO <sub>2</sub> e)	2020 Baseline emissions (tCO <sub>2</sub> e)
Scope 1	Scope 1	1,166	1,429	5,033
Scope 2	Scope 2 - location based	1,992	2,818	3,783
	Scope 2 - market based	373	285	1,272
Scope 3	1: Purchased goods and services	257,740	307,452	328,569
	2: Capital goods <sup>1</sup>	627	1,096	888.6
	3: Fuel and energy related activities	1,223	1,486	1,691
	4: Upstream transportation and distribution	11,324	10,752	13,664
	5: Waste generated in operations	719	1,540	2,041
	6: Business travel	1,789	2,561	1,954
	7: Employee commuting	2,303	1,444	545
	8: Upstream leased assets <sup>1</sup>	Excluded – no leased sites/assets		
	9: Downstream transportation and distribution	Excluded – all transportation and distribution associated with upstream activities		
	10: Processing of sold products	Excluded – no processing of sold products undertaken		
	11: Use of sold products	Excluded – limited control of building/material specification		
	12: End-of-life treatment of sold products	Excluded – limited influence over buildings/materials contracted to design and/or build		
	13: Downstream leased assets	Excluded – no leased sites		
	14: Franchises	Excluded – no franchise operations		
	15: Investments	17,161	40,798	21,423
<b>Total Scope 1, 2, and 3 emissions - location based (tCO<sub>2</sub>e)</b>		<b>296,044</b>	<b>371,376</b>	<b>379,591</b>
<b>Total Scope 1, 2, and 3 emissions – market based (tCO<sub>2</sub>e)</b>		<b>294,425</b>	<b>368,843</b>	<b>377,080</b>

<sup>1</sup> Leased assets are included in Capital goods.

### SECR – Streamlined Energy and Carbon Reporting

The following table represents Sir Robert M<sup>c</sup>Alpine Limited's energy use and associated emissions from electricity and fuel in the UK for the 2024 reporting year.

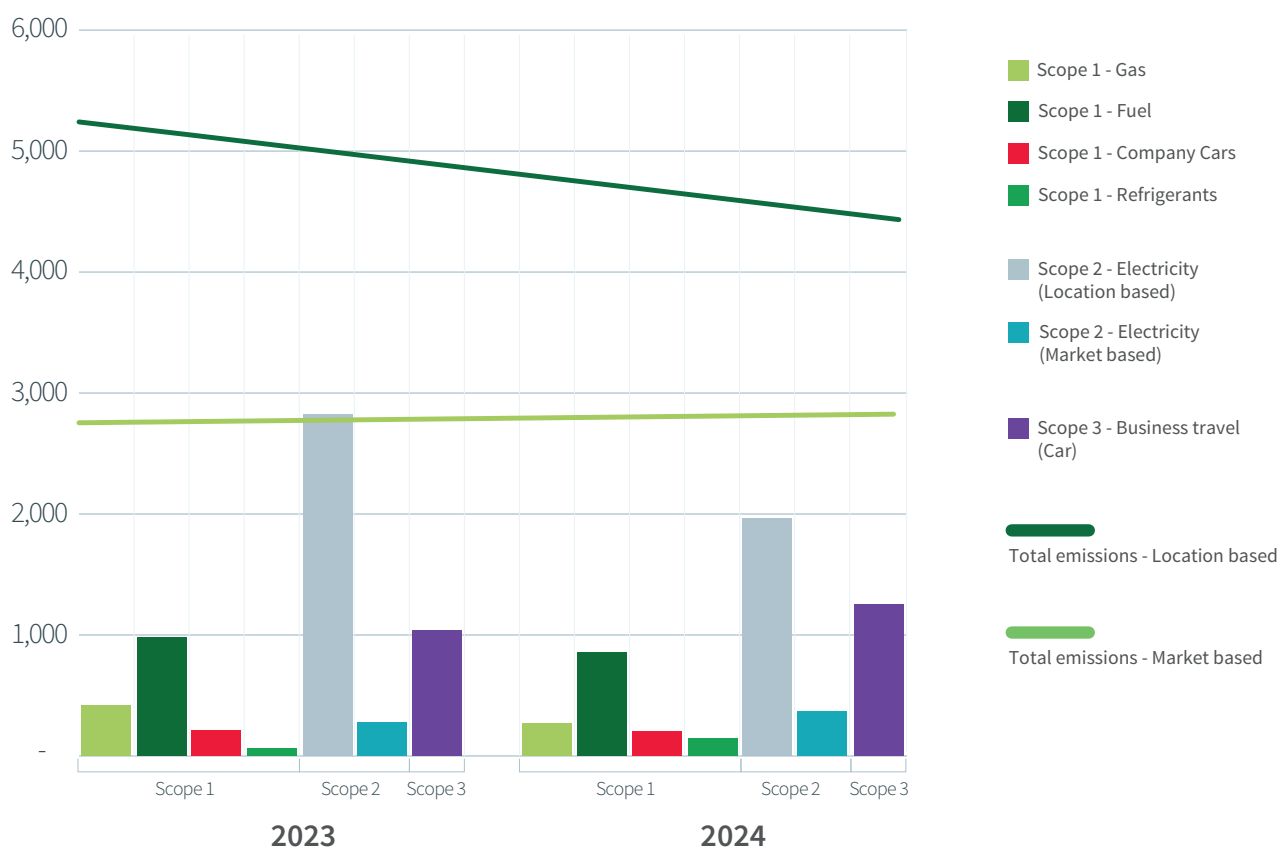
The scope of this data includes our construction sites and both our permanent and temporary offices. Emissions reported correspond with our financial year and include all areas for which we have operational control in the UK, excluding joint ventures.

Our boundary includes all Scope 1 and 2 emissions, as well as Scope 3 business travel emissions, where the Company is responsible for purchasing the fuel. The emission factors used to calculate our CO<sub>2</sub>e emissions are UK Government Conversions factors for GHG reporting for both 2024 and 2025, as well as market-based emission factors for purchased electricity.



	2024	2023
	Emissions (tCO <sub>2</sub> e)	Emissions (tCO <sub>2</sub> e)
Total energy consumption used to calculate emissions (kWh)	24,308,466	32,441,021
Emissions from combustion of gas (Scope 1) (tCO <sub>2</sub> e)	281	404
Emissions from combustion of fuel (Scope 1) (tCO <sub>2</sub> e)	851	998
Emissions from combustion of fuel for company cars (Scope 1) (tCO <sub>2</sub> e)	20	21
Emissions from Refrigerants (Scope 1) (tCO <sub>2</sub> e)	14	6
Emissions from business travel in rental cars or employee-owned vehicles (Scope 3) (tCO <sub>2</sub> e)	1,255	1,020
Emissions from purchased electricity (Scope 2 - location based) (tCO <sub>2</sub> e)	1,992	2,818
Emissions from purchased electricity (Scope 2 - market based) (tCO <sub>2</sub> e)	373	285
<b>Total emissions (location-based) (tCO<sub>2</sub>e)</b>	<b>4,413</b>	<b>5,267</b>
<b>Total emissions (market-based) (tCO<sub>2</sub>e)</b>	<b>2,794</b>	<b>2,734</b>
<b>Turnover (£m)</b>	<b>940</b>	<b>881</b>
<b>tCO<sub>2</sub>e (location-based) per £m turnover</b>	<b>4.69</b>	<b>5.98</b>
<b>tCO<sub>2</sub>e (market-based) per £m turnover</b>	<b>2.97</b>	<b>3.10</b>

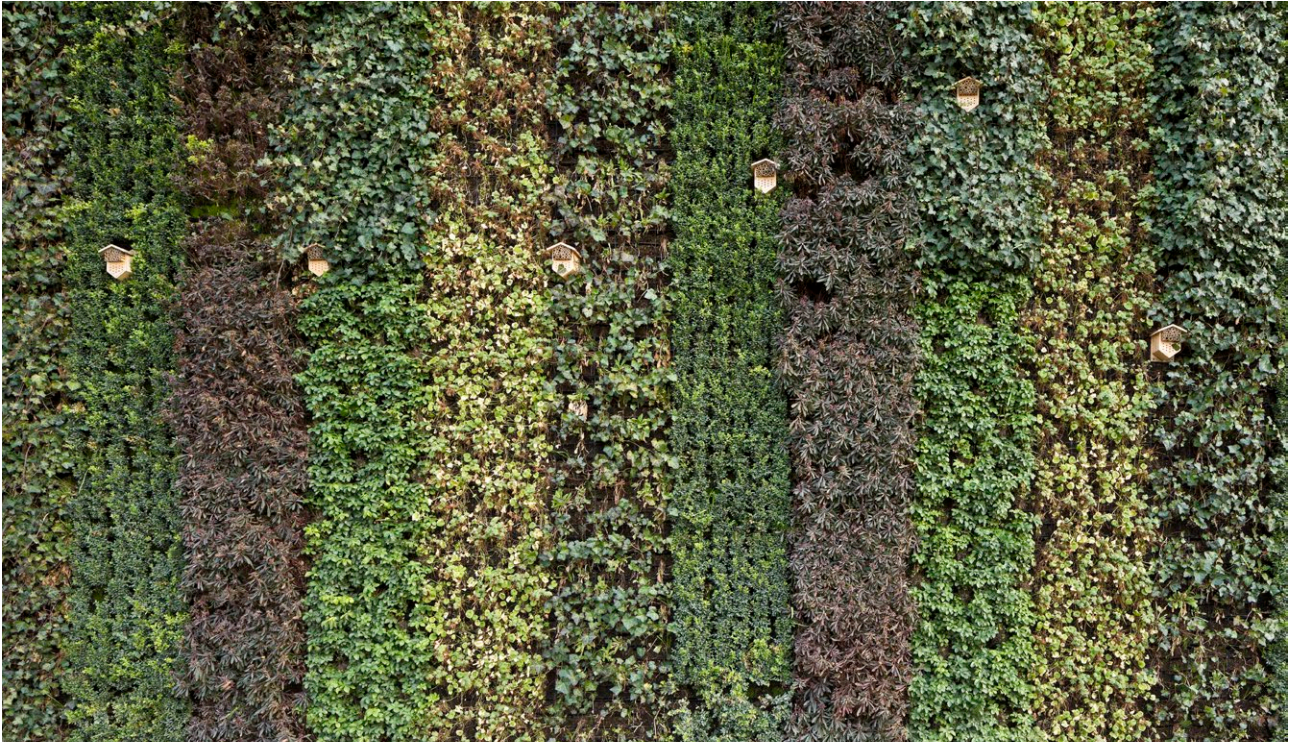
### Sir Robert M<sup>c</sup>Alpine annual emissions - tCO<sub>2</sub>e





We are committed to decarbonising our business and reaching our SBTi validated Net Zero by 2045 target. To enable this we have continued to embed how we manage and reduce carbon emissions in our business systems and processes, resulting in Sir Robert M<sup>c</sup>Alpine Limited becoming the 1<sup>st</sup> Tier 1 contractor to achieve certification to the PAS2080 the carbon management standard.

The implementation of our Net Zero action plan, developed to ensure we take immediate and sustained action towards our targets, has continued and we are pleased to report that our efforts are having an impact. Whilst our market-based emissions have increased slightly, our overall consumption (kWh) and location-based emissions have decreased. We have also seen a further decrease in both our location and market-based carbon intensity (tCO<sub>2</sub>e per £m) metrics.



This performance can be attributed to:

#### ***Combustion of gas and fuel (Scope 1)***

Our consumption of gas and fuel has reduced by 29% overall compared to 2023, with consumption of carbon intensive diesel alone down 16%. We continue our use of low carbon transition fuel Hydrogenated Vegetable Oil (HVO) as a replacement for diesel, with over 600,000 litres used in FY 23/24.

The reduced consumption and use of HVO, combined with our continued efforts to switch to electric, hybrid and renewable sources of power has reduced our absolute Scope 1 emissions by 18% compared to 2023.

#### ***Electricity consumption (Scope 2)***

Our consumption of electricity has reduced by 30% compared to 2023, with our absolute Scope 2 location-based emissions down 29%. However, market-based emissions have increased by 31%. This is due to two factors:

- A decrease in the amount of electricity consumed via renewable energy tariffs, down from 89% in 2023 to 87% in 2024.

- An overall increase in the carbon emission factors associated with suppliers' residual mixes. We use these market-based factors for non-renewable energy-based tariffs or where the tariff is unknown.

This highlights the impact that energy consumed on a non-renewable tariff can have, and the importance of reaching our target of 100% of electricity consumption via renewable energy.

#### ***Initiatives***

Our Net Zero action plan ensures we take immediate and sustained action to deliver Net Zero by 2045.

Progress on the initiatives and actions implemented can be found at [netzero.srm.com](https://netzero.srm.com).



# Non-financial and Sustainability statement

## TCFD – Task Force for Climate Related Financial Disclosures

We have made great progress since our first year of disclosure, identifying and managing climate related risk and considering climate scenario analysis to ensure the resilience of our business strategy. Our Net Zero action plan has been developed to reflect our identified risk and opportunities and to ensure we take immediate and sustained action. Meanwhile, our Company's business strategy positions us strongly to realise the opportunities associated with the transition to a low carbon economy.

Our approach will continue to evolve over the years as we build upon our initial disclosures by continuing to ensure climate related risk and opportunity are integrated into our governance, strategy and risk management, and considering a wider range of climate scenarios as part of our analysis.

For transparency, the table below provides a status of our disclosures in line with the 11 recommendations from the TCFD, in addition to signposting to elsewhere in this report where further information can be found.

### Summary of TCFD disclosure progress

		Status	Additional information
Governance	1. Describe the boards oversight of climate-related risks and opportunities.	Completed	Governance section page 44.
	2. Describe the management's role in assessing and managing climate-related risks and opportunities.	Completed	
Strategy	3. Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term.	Completed	
	4. Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	Completed	
	5. Describe the resilience of the organisation's strategy, taking into consideration different climate related scenarios, including a 2°C or lower scenario.	Commenced & ongoing	
Risk Management	6. Describe the organisation's processes for identifying and assessing climate-related risks.	Completed	Approach to risk section page 45.
	7. Describe the organisation's processes for managing climate-related risks.	Completed	
	8. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	Commenced & ongoing	
Metrics & Targets	9. Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	Commenced & ongoing	Sustainability & carbon section pages 39-42.
	10. Disclose Scope 1, Scope 2 and if appropriate Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Completed	
	11. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	Completed	



## Governance

Our Board is responsible for setting the purpose, strategy and values of the business, and together with its subcommittees provides oversight on climate related risk and opportunity. The importance of transitioning to a low carbon economy and the role business has to play is recognised through our business strategies, Build Sure framework and Sustainability Strategy. This recognition was central to the strengthening of our climate ambitions, and subsequent submission and validation of our science-based targets, targeting Net Zero by 2045.

Underneath the Board, sits our Operations Group, who are responsible for the operational management of the organisation. A separate Risk and Investment Committee (RIC) carries out a multistage assessment and approval process for project opportunities. The structure remit and sign off levels for members of the RIC are defined and documented. Key to this is the assessment of alignment of project deliverables with company sustainability objectives and climate related risks. In parallel, the Risk and Assurance Committee (RAC) provides oversight of company level risks and produces a quarterly Entity level risk report that is communicated to the Board and senior management.

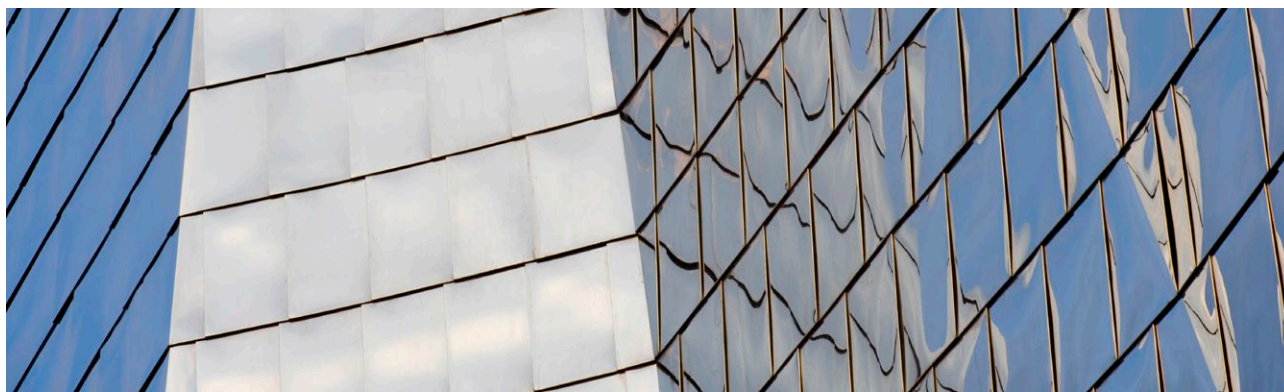
The Sustainability Director is the Company's most senior sustainability professional, reporting into the Executive Director of Engineering & Technical Services and sitting on both the Operations Group and the RAC to ensure climate-related risks and opportunities are addressed. Day to day, the Sustainability Director works closely with the senior leadership team, drawing on their support to implement any management arrangements required to address climate-related risks and opportunities, whilst providing regular updates to the Board.

## Strategy

Our Copmany's business strategy provides us with strong foundations for a sustainable business, allowing us to build resilience and adaptability against short, medium and long term impacts, including those associated with climate change. Build Sure is the M<sup>c</sup>Alpine way; it provides a framework to deliver excellence in everything we do, setting out clear targets for each of our projects in five key areas: delivery on time, profitability, safety, quality and sustainability. Our sustainability strategy is underpinned by the highest standards of environmental management and consists of four key pillars: Resource Efficiency, Ethical Procurement, Social Value and Carbon. With our commitment to carbon focused on our ambition to be Net Zero by 2045, this includes targets to reduce emissions 42% by 2030 and 90% by 2045.

The scenario analysis process has been conducted by the Sustainability function, identifying the short (1-5 years), medium (5-10 years) and long term (10 years+) climate related risks and opportunities that could impact the business and its strategy under two scenarios; business as usual (BAU) and low carbon. To support this work the current policies (3°C – business as usual) and below 2°C (low carbon) scenarios from the Network for Greening the Financial System have been considered. Moving forward, we will consider undertaking this analysis with representatives across the business to ensure a cross section of perspectives, whilst continuing to further integrate our climate related risk and opportunities into our governance, risk management and strategy.

The table on the following page provides an overview of the top risks and opportunities identified and is not intended to be exhaustive.



## Risk Management

The Risk and Assurance Committee (RAC) provide oversight of company level risks and opportunities, appoint control owners and regularly monitor the adequacy and efficiency of these controls. The RAC produces a quarterly Entity Level Risk Report which describes the Company risk profile and highlights any risks that require senior management attention. This includes mitigation of and adaption to climate change. These reports are produced independently and are communicated to the Board of Directors.

A detailed breakdown of our approach to risk management can be found on page 45.

## Metrics and Targets

Details of our climate related metrics and targets, including our Scope 1, 2 & 3 emissions performance can be found in the Carbon and SECR section on pages 39-42.



## Climate risk and opportunities

	Risk and opportunity	Area	Potential Impacts to the Company	Likelihood (BAU scenario)	Likelihood (Low carbon scenario)
Physical	<b>Increased frequency and severity of extreme weather events</b>  e.g. high-speed winds, increased rainfall/flooding	Acute physical	<ul style="list-style-type: none"> <li>Delays due to project stand downs, winding off cranes or rectification of damaged works</li> <li>Damaged works or assets</li> <li>Unsafe or challenging working environment for site operatives</li> <li>Increased operating costs</li> <li>Increased insurance premiums and more stringent insurance policies</li> <li>Delays in material/product manufacturing and/or transport and delivery</li> </ul>	Very likely	Possible
	<b>Changes in average temperatures, sea levels or weather patterns</b>	Chronic physical	<ul style="list-style-type: none"> <li>Unsafe or challenging working environment for site operatives</li> <li>Increased demand for infrastructure projects to mitigate climate impacts</li> </ul>	Very likely	Possible
Transitional	<b>Increased client expectations for low-carbon developments</b>	Market	<ul style="list-style-type: none"> <li>Demonstrable track record on delivering low carbon solutions and meeting our clients' requirements</li> <li>Increased competition from existing and new competitors</li> <li>New markets and opportunities</li> <li>Potential impact to revenue and profit</li> </ul>	Very likely	Very likely
	<b>Reduction in resource consumption through increased efficiency</b>	Market	<ul style="list-style-type: none"> <li>Reduced operating costs</li> <li>Reduced emissions</li> </ul>	Very likely	Very likely
	<b>Increased stakeholder expectations and scrutiny</b>	Reputation	<ul style="list-style-type: none"> <li>Potential damage to reputation if delaying transition to Net Zero or failing to meet our targets</li> <li>Potential impact to revenue and profit</li> </ul>	Very likely	Very likely
	<b>Carbon pricing increases the cost of raw materials</b>	Policy & Legal	<ul style="list-style-type: none"> <li>Increased costs</li> <li>Reduction in new opportunities if projects become too expensive</li> <li>Diminished profits</li> </ul>	Likely	Very likely
	<b>Increased regulation, oversight and public disclosure</b>	Policy & Legal	<ul style="list-style-type: none"> <li>Increased operational costs</li> <li>Greater exposure to litigation and financial penalties if requirements are not met</li> </ul>	Very likely	Very likely
	<b>New technologies, innovation and materials/products are required to deliver low-carbon solutions</b>	Technology	<ul style="list-style-type: none"> <li>Increased research and innovation costs to develop solutions</li> <li>Increased capital costs to replace inefficient and carbon intensive plant and equipment</li> <li>Technology is not developed fast enough to meet emission reduction targets</li> </ul>	Very likely	Very likely



# Chief Financial Officer's review

Year ended 31 October 2024

## Financial summary

Year ended 31 October	2024 £m	2023 £m	2022 £m	2021 £m
Turnover	940.1	880.6	1,086.9	937.2
Operating profit/(loss)	2.6	(109.9)	9.6	9.6
Profit/(loss) before tax	10.4	(104.6)	9.3	9.2
Net cash flow from operating activities	29.5	(82.0)	0.7	15.9
Cash and cash equivalents	143.5	100.8	99.5	106.2
Net assets	51.4	35.5	70.3	64.1
Order book / secured	1,265.5	1,174.9	1,328.8	1,274.5
Preferred bidder / nearly-secured	1,246.9	699.9	909.2	969.9

The financial year ended 31 October 2024 marked a year of stability after the issues in 2023. We experienced a substantial increase in activity levels, a rise in new enquiries across all our sectors, but more importantly we returned to profitability.

The Company has demonstrated notable resilience as we have continued to secure new contracts, maintaining a healthy order book of £1.3bn. This is a testament to the strength of the Company's offerings, the dedication of its people, and its ability to adapt to a volatile market.

Looking forward, the construction industry continues to face challenges, including global political uncertainty, continued supply chain fragility, and limited economic growth.

Despite the ongoing uncertainties in the external environment, the Company enters 2025 with a strong foundation. We possess robust core capabilities, a healthy order book, and a well-defined strategic roadmap. By focusing on operational excellence and capitalising on key strategic opportunities, we are confident in our ability to navigate challenges and emerge even stronger.

## Key financial highlights

- Significantly improved Turnover, Operating Profit and Profit After Tax in 2024.
- Continued levels of new business enquiries throughout 2024, with £1.0bn of work secured, including 2 Finsbury Avenue, the Millennium Building for the All England Lawn Tennis Club and Agratas the largest battery plant in the UK.
- Cash increased to £143.5m (2023: £100.8m), solidifying our strong financial position. With no debt and FX exposure, we effectively manage working capital, ensuring timely payments to our valued supply chain. This robust financial foundation, coupled with our excellent Prompt Payment Policy performance, positions us for continued success.
- Continued investment in both operational and systems improvement programmes during the financial year, which are critical to the ongoing strategy to modernise our technology platforms.

## Turnover

Statutory revenues grew by 6.8% in 2024 as the business targets the right opportunities in line with the 2023 Strategic Review. Statutory revenue for the year excludes £311.3m (2023: £376.5m) in respect of Managed Turnover, for which the Company receives fees from clients for managing projects on their behalf under the Construction Management form of contract.

## Operating profit

The business achieved profitability in the year, delivering an operating profit of £2.6m (2023: loss of £109.9m). A number of material loss making contracts were identified and provided for in 2023, causing the deterioration in profitability in that year. In 2024 however the focus on core sectors, key clients and operational excellence is starting to ensure more sustainably profitable performance.



## Taxation

A detailed reconciliation of both the 2024 tax charge and the 2023 tax credit is included in Note 11 to the financial statements.

## Net cash flow from operating activities

Net operating cash inflow in the year is £29.5m compared to £82.0m outflow in 2023. The inflow for the year largely comprises the £2.6m of Operating profit plus inflows arising from a decrease in non-cash working capital.

Whilst ensuring that all cash opportunities were maximised, the Company's cashflow to its supply chain continued uninterrupted, thereby protecting the liquidity of the subcontractors who are critical to the delivery of our projects, and we maintained a strong average invoice payment time of 27 days. Notably, we improved our on-time payment performance, with invoices paid within 60 days increasing from 95.0% to 96.0%. Furthermore, we saw a 1.5% increase in invoices paid within agreed credit terms, reaching 96.0%.

We do not make use of any supplier finance arrangements.

## Cash and cash equivalents

The Company had cash balances of £143.5m at the year-end (2023: £100.8m), and no debt other than £6.0m of finance leases (2023: £6.5m). We remain well-placed to exploit opportunities within our chosen sectors, serving key clients whilst supporting both our workforce and our supply chain. With our strong order book we will continue to prioritise profitability over turnover.

## Net assets

The profit after tax of £8.0m, together with the £0.4m after-tax gain on remeasurement of the medical scheme obligation, and by the £7.5m of allotted shares, combined to increase net assets at 31 October 2024 to £51.4m (2023: £35.5m).

## Outlook

At 31 October 2024, we had a robust order book of £1.3bn further strengthened by £1.2bn of work where the Company was preferred bidder, including pre-construction services and exclusive negotiations.

In addition we have had a number of notable successes during the first half of the 2024-25 financial year. Highlights include additional secured works for Agratas at its state-of-the-art battery cell manufacturing facility in Somerset and our appointment by Tata Steel UK to deliver a new electric arc furnace-based steel production facility as part of the decarbonisation of its Port Talbot plant. Contracts secured also include a new 90 bed mental health facility at Tolworth Hospital in South West London, and the North East Space Skills and Technology Centre (NESST) in Newcastle. Our strong order book provides excellent revenue visibility across the UK, allowing us to selectively pursue projects that align with our strategic priorities, prioritising profitability over revenue growth.

## Going concern

While economic conditions present ongoing challenges, the UK Construction Industry is poised for a period of sustained growth, with projections of 2.5% in 2025 and 3.8% in 2026. This follows a period of adjustment, during which the industry has demonstrated resilience and adaptability, however, the resultant impact has seen an increase in the number of companies at risk of failure.

Stringent controls continue to be used to manage cash Company-wide, including granular levels of cash forecasting across the business, aligned to profit and loss forecasts with appropriate stress-testing for the impact of risks and opportunities at both contract and Business Unit level.

As part of the forecast for the current financial year's going concern assessment, a further detailed review of working capital requirements was undertaken at the year end, specifically focusing on the impact of challenging trading conditions on key contracts. Any changes from these reviews have been built into the underlying forecasting model and reflected in future cash flow forecasts out to October 2026. Other than this, no material changes have been adopted as a result of the review of the going concern assessment prepared for the 2024 statutory accounts.

With a continuing strong order book, robust cashflow forecasting procedures, and the Company's resilient funding position, the Board are confident in their ability to prepare these financial statements on a going concern basis.

Leighton More

Chief Financial Officer

15 April 2025



# Principal risks and uncertainties

The approach to identification and management of principal risks is integral to the delivery of our strategic objectives. The risk-management approach adopted is not designed to eliminate risk entirely, but to provide a means to identify, prioritise and manage risks and opportunities in accordance with the Company's risk appetite.

On behalf of the Board, the Risk and Assurance Committee reviews the Company's Risk Register quarterly, updating it for the ongoing relevance of existing items and ensuring both the capturing of emerging risks on a timely basis and that appropriate mitigation plans are put in place. The principal such risks are set out below:

 New or increased risk during 2024

 Risk level unchanged from prior year

 Risk reduced in 2024



## 1. Supply chain fragility and procurement challenges

### Principal risk

Inability to maintain effective working relationships with our supply chain in a sustained challenging period of supply chain insolvencies, available capacity and material cost pressures continues to impact the Company, the supply chain, and the wider construction sector.

### Potential impact

- This risk affects our ability to deliver our current projects and to tender robustly for new opportunities.
- Availability issues and rising costs can significantly impact both the profitability on live projects and the Company's ability to deliver within agreed timescales and budgets. The Company's ability to win new business, priced to generate a satisfactory return, is also put at risk.

### Mitigation

- The Company maintains long-term relationships with key subcontractors, working closely with them to understand their operations and dependencies. This includes relationship mapping with strategic suppliers, lessons learnt from previous projects together and briefing on order book requirements.
- Industry Information data gathering, and analysis thereof, is being carried out more frequently to understand the risk exposure of main supply chain partners and sub-supply chain contractors.
- Code of Conduct and Supplier Code of Conduct, targeted training programmes and related policies and procedures in place.
- Contingency plans address potential subcontractor failure, including replacement supplier list.



## 2. Macroeconomic and geopolitical changes

### Principal risk

Failure to monitor the effects of national and international market trends including political, societal, or regulatory change, may cause:

- Customers to re-evaluate existing or future infrastructure expenditure and the procurement of services.
- May also lead to changes in the price and availability of labour, products, and services.

### Potential impact

Any significant delay or reduction in the level of customer or local authority spending or investment plans could adversely impact the Company's strategy and order book, reduce revenue or profitability in the near or medium term.

Restrictions on the availability of skilled labour and competitively priced materials could lead to increased costs, reduced margins, and hence potentially a devaluation of the business.

Financial failure of a customer, including any government or public sector body, as well as a key supply chain or joint venture partner could result in increased financial exposure to counterparty risk.

### Mitigation

- Continuous monitoring UK political dynamics, as well as global events, particularly in Europe. Strategic business planning concluded, with structural and organisational changes implemented. The Board conducts a quarterly review of market conditions.
- Use of financial derivative instruments to hedge exposure to fluctuations in interest and exchange rates.
- The Company primarily operates in the UK market only. The business moved to a sector-based model in Q2 2023 to provide a balanced portfolio of private projects and public infrastructure. Sectors also allows the Company to consider evolving markets that suit its strategy.
- The annual review of market forecasts continues to remain a core part of the Company Budget and Planning processes, and a focus on medium-term market outlook is considered and monitored by each sector.





### 3. People and talent

#### Principal risk

The retention, attraction and minimising the loss of qualified, competent people aligned to the Company's values for current and future projects and workload is critical for the delivery of projects for clients / stakeholders.

#### Potential impact

Our inability to have the right people in the right role with the right competencies at the right time would seriously undermine our ability to deliver our business plan and strategy.

- Ultimately this would erode client and market confidence/reputation.
- Ensuring that our workforce planning and deployment is cost effective and in line with business plan forecasts.
- Our ability to win future work.

#### Mitigation

Our People strategy continues to evolve, to ensure that we can attract and retain the required resource. We continue to monitor employee satisfaction levels, to identify and deter potential leavers by addressing their concerns early, and remuneration across the Company is benchmarked externally, on a regular basis, to ensure our competitiveness. A talent management and succession planning exercise has been completed, and an established benchmarking process has been put in place.



### 4. Major environmental incident

#### Principal risk

Failure to prevent a major environmental incident causing harm or potential harm to an environmental receptor e.g. air, water, land, wildlife, or local habitat.

#### Potential impact

Potential outcome of an incident results in prosecution, fines, loss of reputation and consequential impact on future work winning.

#### Mitigation

- Protect the environment at all times by implementing the necessary control measures to prevent pollution whilst undertaking our business operations through competent and well-trained staff.
- Full consideration of environmental aspects during technical design review and approvals, updated during mobilisation and monthly operational reviews.
- Reporting of environmental incidents and near misses to ensure lessons learned.



### 5. Sustainability management

#### Principal risk

Failure to deliver on increasing sustainability requirements and related legislation, much of which form part of contractual obligations or are embedded into planning requirements.

#### Potential impact

Potential that we are unable to meet current and future client expectations in relation to climate change and sustainability needs, including the opportunity to contribute to the UK Net Zero targets.

#### Mitigation

- The Company continues to lead in the area of Sustainability in the built environment - our Sustainability department is an enabler in the delivery of this strategy and: identifying and engaging with our business units on development and delivery of any opportunities that arise.
- Sustainability strategy consisting of four categories of Focus, Carbon, Resource Efficiency, Ethical Procurement and Social Value.
- Sustainability Targets underpinned by monitoring through Build Sure including Net Zero carbon reduction by 2045, waste reduction, project audit using Labour Code of Conduct surveys, material sourcing responsibility improvements and annual increase in measured Social Value performance.
- Introduction of flexible sustainability framework of deliverables by project, sector, and client needs.





**6. Project delivery, quality, and service**

**Principal risk**

Failure to deliver projects consistently to meet client expectations and to the M<sup>c</sup>Alpine Way (Build Sure).

**Potential impact**

These have both a financial and reputational impact on the Company, which can be excessive and difficult to fund and manage. Reallocation of resources to legacy defects has a direct impact on current project delivery.

**Mitigation**

- Quality is a key pillar of our ‘Build Sure’ ethos for the delivery of our strategy and vision.
- We maintain an ISO 9001:2015 Quality Management System, controlled through our internal Company Management System (CMS), which provides our teams and supply chain with the minimum requirements to meet Build Sure quality standards.
- Our “three lines of defence” audit regime, with significant checks and balances through inspections, defects management and audits, provides oversight and trending of quality issues.
- An enhanced quality strategy encompassing technical competency, training, system-enabled recording, and technical governance reviews was introduced in 2023 to support the 5-year business plan.
- The introduction of a Project Support Team in 2024 to provide assistance to projects with reviews of management, programme, quality, and commercial issues has been received positively and has had a demonstrable impact on improving project delivery.



**7. Work winning**

**Principal risk**

The risk of a general market or sector downturn which impacts our ability to identify and convert sufficient opportunities to meet our strategy and long-term business plan.

**Potential impact**

- The inability to deliver the financial performance and cash flows to underpin the business strategy.
- Our future growth and profitability is dependent on our ability to secure new work in our competitive marketplace.
- To be successful we need to maintain strong customer relationships and broaden our service offering by delivering innovative solutions across complex delivery, digital and consulting activities.
- Unforeseen changes to our core customers’ investment priorities and spending plans could have a direct impact on both live contracts and our future pipeline.

**Mitigation**

- Restructure of business operating model from regional to sector based completed and producing new market opportunities in our Buildings and Infrastructure businesses.
- Revised commercial risk model to deliver a balanced portfolio of contract types, reducing the number of design-and-build projects and focusing on closer client partnering on a cost-plus basis.
- Project Lifecycle Management gateway process reviews and technical assessments to ensure bid compliance to strategy.
- Strategic plan and review process to evolve with market and client needs.





## 8. Health, Safety and Wellbeing (“HS&W”)

### Principal risk

To maintain a safe working environment and prevent a major incident, our operations for delivering projects are complex and potentially hazardous and require the continuous management of health, safety, and wellbeing.

### Potential impact

Failure to manage these risks presents the potential for significant harm, including fatal or life-changing injuries to employees, subcontractor staff, third parties or members of the public. It also presents the threat of potential criminal prosecutions, significant fines, debarring from contract bidding and reputational damage.

### Mitigation

The HS&W Strategy is now embedded around the Company and our supply chain. A set of Minimum HS&W Standards have been rolled out to establish a new benchmark for what “good” looks like. Improved reporting on HS&W is now giving us a better understanding of where risks and opportunities lie. Focused audits are now in place to monitor key HS&W issues, and the findings are reported to our HS&W department to identify trends across the Company.



## 9. Financial strength and resilience

### Principal risk

Our ability to maintain a strong balance sheet and liquidity position. Perceived financial weakness may limit our ability to win and deliver new work.

### Potential impact

Inability to protect and effectively maintain the required financial strength will mean that the Company may:

- Fails to pass required tests that allow continued use of the going concern basis of accounting in preparing financial statements.
- Suffers a negative impact on profitability and loses the confidence of its chosen markets and clients.
- Loses the ability to compete for key long-term contracts that are critical to its viability and delivery of long-term objective.

### Mitigation

- Effective cash forecasting and working capital management in combination with continued monitoring and prudent financial planning to ensure cash generation is maintained.
- Monthly business reviews to monitor status of all contracts and ensure performance is aligned with expectations.
- Quarterly profit and cash forecast produced for current and following fiscal year including monitoring of cash headroom and liquidity.
- Ensuring alignment of customer and supply contract payment terms to support effective control of working capital.
- Regular monitoring in conjunction with the trustee, of asset performance, pensions regulations, Company covenants, scheme funding and liability management.





## 10. Legal and regulatory compliance

### Principal risk

The Company does not respond to any change in relevant legal, tax and regulatory requirements in a timely manner or does not fully understand the implications of certain regulatory changes resulting in a potential breach.

### Potential impact

- Penalties for failing to adhere to legislation or regulation.
- Increased operating costs of compliance.
- The loss of business.
- Reputational damage.

### Mitigation

- Appropriate policies that are regularly reviewed and relevant training and awareness programmes to support policy implementation.
- Monitoring of, and planning for, the impact of new legislation and regulations.
- Regular reviews of risk assessment and controls within our audit programme with necessary improvements made as and when required.
- Oversight of compliance through our Risk and Assurance Committee and Board.
- Collaborative engagement with external stakeholders.



## 11. Data, Information and Systems Security

### Principal risk

Failure to protect key Company and employee data or other confidential information due to a breach of system security and/or disruption to delivery caused by system loss.

### Potential impact

Loss of key systems or data could have a significant, material impact on the Company's operations, resulting in:

- Reputational damage to brand and loss of market and client confidence.
- Investigations, resultant fines leading to prosecution.
- Immediate and long-term operational impact to business-critical activities and ability to deliver projects.

### Mitigation

- Investment continues into this area of the business. Required policies are in place, cyber-training modules have been developed and rolled out to raise awareness and to minimise potential risks. Software is embedded to warn users of potential issues and threats, and to track and trace as needed.
- We continue to maintain ISO 27001 certification for Information Security management with internal and external audits providing continuous improvement.
- The risks are well understood, and progress continues on a long-term Technology Improvement Programme to significantly reduce the vulnerability to the business.
- Continual focus on improving cyber resiliency in technology and people, improving our security education, training, and awareness (SETA). Ensuring all employees comply with mobile device management platform requirements.
- InfoSec actively monitoring for security incidents and remediating where necessary.



# Section 172 of the Companies Act 2006

This report outlines how the Directors of the Company comply with the requirements of Section 172 of the Companies Act 2006 and have incorporated them into their decision-making process during the year to 31 October 2024.

## The role of the Board

The Board's overarching responsibility is to ensure the Company's long-term success while safeguarding the interests of all stakeholders. The Board recognises the need to maintain good relationships with all those who are instrumental in the Company's success.

The Board sets the Company's strategy, oversees the implementation of the strategy and monitors performance against strategic objectives.

Key matters considered by the Board on an ongoing basis include:

- The Company's long-term strategy and direction;
- Liaising with the Company's owners and delivering on their behalf;
- Our Health, Safety & Wellbeing performance against targets;
- Our people & infrastructure strategy;
- Our commercial and governance strategy;
- Reviewing performance against the Sir Robert M'Alpine way of working, known as Build Sure. Build Sure encapsulates our commitment to deliver exemplary projects safely, on time, on budget, to the highest quality and sustainably;
- Approval of the Company's budget and capital expenditures;
- Organisational changes including strategic review;
- Brand and reputation management;
- Changes in key policies;
- Monitoring the effectiveness of the Company's systems of internal control, governance and risk management; and
- Investment in the relevant technology and equipment.

Some of the Board's governance responsibilities are delegated to a number of committees. A more detailed account of these committees is included in "Structure of the reporting lines to the Board" within the Corporate governance report on page 59.

## Board governance

The Directors have again opted to apply "The Wates Corporate Governance Principles for Large Private Companies" for the year ended 31 October 2024. These principles, endorsed by the Financial Reporting Council (FRC), provide a code of corporate governance for large private companies, to raise awareness of good practice and, over time, to improve standards of corporate governance. In addition, these principles provide a framework for the Directors to meet the requirements of Section 172 of the Companies Act 2006 by providing guidance on the following areas:

- a. Purpose and leadership;
- b. Board composition;

- c. Directors' responsibilities;
- d. Opportunity and risk;
- e. Remuneration; and
- f. Stakeholders.

The Corporate governance report on pages 56-57 explains how these principles have been applied.

## Activities of the Board in the year ended 31 October 2024

Each Board meeting agenda aligns with the Company's operational and reporting cycles. It also encompasses the monitoring of progress against strategic priorities, risk management issues, Build Sure updates, Health, Safety & Wellbeing reports, people & infrastructure updates, and the ongoing review of the Company's systems of control.

The impact on stakeholders is a primary consideration in the Directors' decision-making process. Views of stakeholders are gathered in Board papers, including customer and employee engagement scores, and inform the decisions made in Board meetings. Stakeholders are impacted by, or benefit from, decisions made by the Board in different ways. Therefore, every decision is made in good faith for the benefit of all stakeholders, taking into account the matters set out above in paragraphs 'a)' to 'f)' of Section 172 of the Companies Act 2006.

The Board considers the Company's key stakeholders to include its shareholders, its workforce, retired and future employees, its clients, its supply chain partners, industry bodies, local authorities, MPs and community groups.

Amongst the key decisions taken by the Board in 2023, was the transition to a sector-focused operating model, bolstered by national centres of excellence. This strategic shift aimed to drive profitable growth and mitigate ongoing geopolitical and market risks. These changes were also introduced to provide better outcomes for our people in the long term and deliver greater value for our clients throughout the lifecycle of projects.

Commercial opportunities and decisions to bid undergo a rigorous 'gate' process, which consists of four separate progressive phases. This includes reviewing and addressing any conflicting interests.



## Engagement with our people

We have the bold ambition to become the Best Place to Work, a cornerstone of our Evolving SRM strategy. In order to achieve this, the Board is committed to promoting a truly inclusive culture and proactively engaging with our people through transparent communications, in line with our family values. This helps to ensure that everyone understands the key role they play in delivering the strategy, has full clarity on business performance, feels valued, and operates at their full potential.

### Actions taken and channels used:

All-company Team Briefings: five all-company sessions with various members of the Board represented and an open live Q&A were held via Teams through the year.

Bi-annual leadership events: gathering c130 individuals from our senior leadership community, with a primary focus on strategy and the key role they have to play in its successful implementation;

- All-company 'Pulse' survey every three months;
- Weekly "In case you missed it" email;
- Call & Connect virtual sessions;
- All-company emails;
- Intranet;
- Yammer;
- Posters and digital screens;
- Affinity Networks;
- Employee Network;
- Run an 18-month leadership development programme, in partnership with Cranfield School of Management;
- Lunch-and-learn sessions; and
- Webinars.

### Output and impact:

- Some 1,000 employees, on average, have joined the All Company Briefing events, leading to comprehensive Q&As with the Board;
- The regular CEO messages provide up-to-date, relevant insights into the business and the market;
- The quarterly all-company survey captures the sentiment of team members on a range of strategic topics, providing the Board with key information to support decision making and actions;
- Online webinars, newsletters, lunch-and-learn sessions, as well as a diversity of specialist networks, allow employees to share best practice, innovative ideas, project updates and improvement suggestions; and
- 22 colleagues completed our Future Leaders Programme, achieving their CMI Level 7 Diploma in Strategic Management and Leadership Practice.

## Engagement with clients and supply chain partners

As a values-led family Company first established in 1869, we regard our clients and supply chain partners as an extended part of our family. Building robust and lasting relationships with these stakeholders is an integral part of our business strategy, as we advocate greater collaboration across the industry to boost productivity and benefit project delivery.

### Actions taken and channels used to engage with clients and supply chain partners:

- Sustainability report;
- Supply chain newsletter;
- Adoption and launch of the Medius platform, allowing a greater level of service to our supply chain partners;
- Inclusion report;
- Client satisfaction survey;
- Events such as topping out and ground-breaking ceremonies;
- Bi-annual reporting re performance under the Government's Prompt Payment policy;
- Technical webinars;
- Face-to-face meetings;
- Site visits;
- Toolbox talks on site; and
- Construction Fives Cup in aid of the British Paralympic Association.

### Output and impact:

- Performance against our sustainability strategy can be found on pages 32-45;
- Development of the skills and competence of our supply chain partners;
- Clients, consultants and supply chain partners are aligned with our inclusive family values and our commitment to sustainability and carbon emissions reduction targets;
- Raising awareness amongst our subcontractors of measures to tackle Modern Slavery;
- Maintained a strong average invoice payment time of 27 days, with invoices paid within 60 days increasing from 95.0% to 96.0%, and a 1.5% increase in invoices paid within agreed credit terms, reaching 96.0%; and
- We fulfilled our commitment to supporting the Paralympics Team in the run up to their participation in the Paris 2024 Paralympic Games.



## Engagement with communities

Our legacy goes beyond the projects that we deliver and includes making a positive, long-lasting impact on the communities close to our sites. As our vision states, we want to be renowned for our work with communities, as we construct a better world for future generations. The Board has backed a number of charitable organisations to support grassroots initiatives in local communities around the country. The Board also recognises that the climate emergency is a global threat that requires industry-wide collaboration, and that we have a responsibility to decarbonise our operations in a way that is scientifically and independently validated.

### Actions taken to support communities:

- The development and continued support of our sustainability strategy which sets our direction of travel, ensuring we consider our impact and improve our performance on environmental management, carbon, resource efficiency, ethical procurement and social value;
- Allocating funds to support cancer care charity Maggie's, the Construction Youth Trust and the British Paralympic Association;
- Teaming up with organisation Loop to provide us with the ability to calculate our Social Return on Investment (SROI);
- Having a pathway to Net Zero and a Net Zero Target verified by the Science Based Targets initiative, in line with a 1.5°C warming scenario;
- To enable Net Zero, embedding carbon reduction and management into our business systems and processes.
- Utilising a dedicated Net Zero 2045 microsite to provide transparency on our ambitions and approach to tackle climate change;
- Visiting schools and universities around the country to promote STEM and construction careers;
- Project-led community engagement, including local fundraising, working with local charities, collections and donations; and
- Building community engagement and consultation pages on our website.

### Output and impact:

- Delivered £855m SROI. This was calculated using our social value calculator tool provided by Loop;
- Since reaching the £1 million milestone raised for Maggie's in April 2022, we have continued our efforts and raised a further £25,000;
- Provided young persons from underprivileged backgrounds with training and career opportunities via our support to the Construction Youth Trust, contributing £25,000 in the year;
- Fulfilled our £150,000 funding commitment for the year to supporting the Paralympics GB team on their way to Paris 2024;
- Allocated £100,000 to Action Funder, to support grass root charities around the UK;
- Reduced our emission in line with our Pathway to Net Zero; and
- Became the 1<sup>st</sup> Tier 1 contractor to achieve PAS2080 certification across our entire business.

## Engagement with Government and industry

The Board continues to play an active role in championing cross-industry collaboration, and working with Government to benefit our people, our clients and supply chain partners, as well as the wider economy and society.

### Actions taken:

- Playing an active role in leading industry organisations such as Build UK, the CIOB and CLC;
- Contributing to the Government's consultation on flexible working;
- Member of the UK Business Council for Sustainable Development (UKBCSD);
- Founding member and continued funder of the Supply Chain Sustainability School;
- Supporter of Part Z – an industry-proposed amendment to UK Building Regulations 2010 for the regulation of embodied carbon;
- Member of the Climate Group's #SteelZero and #ConcreteZero initiatives
- Founding member of the Construction Data Trust and Project Data Analytics Taskforce; and
- Member of the Construction Productivity Taskforce.

### Output and impact:

- Proactive collaboration with the industry, and support to supply chain partners in the face of challenging and unpredictable market conditions; and
- Proactive collaboration to advance Project Data Analytics in construction.



# Corporate governance

The Board has once again applied the Wates Corporate Governance Principles for Large Private Companies covering the financial year ended 31 October 2024. The following paragraphs summarise how the Company has applied those principles over the year:

## Principle a. Purpose and leadership

We have a national sector-focused operating model, with centres of excellence providing projects with swift access to expertise. This approach which was introduced in May 2023 is designed to drive profitable growth, reduce risk to the Company and set us up for long-term success.

Our Evolving SRM strategy is as follows:

- Focus on where we excel, prioritising the right sectors, projects, contracts and clients;
- Adapt to a more efficient, effective and collaborative way of working; and
- Evolve for longevity and success by developing services to meet our clients' changing needs and de-risk the business.

As a family business, we hold strong values that inform our behaviours and promote a culture of excellence and inclusion: we are honourable, we treat each other like family, we are enterprising, we deliver engineering excellence, and we are responsible.

Our Build Sure framework describes the M'Alpine way of working, with its focus on delivering excellence in everything we do. For each project, it sets out clear, measurable targets in five areas: quality, safety, sustainability, delivery on time and profitability.

To address the threat of climate change and build positive futures, our Sustainability strategy encompasses four key areas: net zero carbon, resource efficiency, ethical procurement, and creation of social value. As part of our commitment to decarbonise our operations, we were one of the first construction companies in the UK to have our Net Zero Target and Pathway to Net Zero approved by the Science Based Targets initiative (SBTi).

Guided by our core values of being honourable and responsible, we operate in an unquestionably ethical manner. The Board is committed to upholding the highest standards of ethics at all times, aiming beyond the requirements of what we should do as a business to further our industry, support our people and nurture long-lasting relationships with our supply chain partners and clients. Our Ethics Commitments statement articulates what we are doing to uphold our values and to challenge those who fail to meet our high standards. We have also implemented a supply chain assessment programme, to help in the fight against modern slavery and human trafficking.

In pursuit of our ambition to be the Best Place to Work, the Board has championed an inclusive culture that welcomes everyone. Guided by the desire to promote better mental health and greater diversity across the industry, we have campaigned to make flexible working available from day one to everyone.

Our vision to create a better world for future generations goes beyond delivering our projects, and extends to the positive, long-lasting legacy we leave in society. Our commitment to creating social value has only been strengthened as a result of the impact the current geo-political crises has had on the most vulnerable members of society. We have continued our support to charities that align with our inclusive values, such as cancer care charity Maggie's, the Construction Youth Trust, and the British Paralympic Association.

The business strategy follows a comprehensive business and market review. In order to adapt the business model to the socio-economic environment, each function carries out an annual business-planning exercise, detailing how they are going to deliver their performance in line with the business strategy, meet Build Sure targets, as well as what risks they are facing and how they will mitigate them.

In order to increase their visibility and lead by example, the Directors undertake Build Sure tours, visiting project sites and offices around the country. They use this opportunity to discuss organisational matters with people at every level of the Company, to find out what they need in order to operate effectively and efficiently. The Directors also use the quarterly Pulse survey to address questions pertaining to management decisions and employee engagement.

## Principle b. Board composition

At the year end the Board comprised:

**Edward M'Alpine**, Chair  
**Hector M'Alpine**, Executive Partner  
**Neil Martin**, Chief Executive Officer  
**Karen Brookes**, Chief People Officer  
**Leighton More**, Chief Financial Officer  
**Steve Hudson**, Executive Commercial Director  
**Andrew Hunter**, Executive Director of Engineering and Technical Services  
**Tony Gates**, Executive Managing Director, Infrastructure<sup>1</sup>  
**Grant Findlay**, Executive Managing Director, Buildings

<sup>1</sup> On 31 October 2024 Tony Gates resigned from the Board, and on 1 November 2024 Peter Leonard was appointed to the Board.

The Board has made a commitment to lead by example on inclusion and to inspire industry-wide change. The new organisational structure has a large senior leadership community, which provides more opportunities for greater gender parity in senior leadership roles.



The Company runs the Future Leaders Programme, in collaboration with the Cranfield School of Management, to develop leadership succession. During the year 22 employees completed the programme. The Board undertakes development days to examine its own performance and look at areas of improvement. Each member of the Board has a succession plan for the short, medium and long term.

### **Principle c. Director responsibilities**

The Board meets quarterly (and prior to the end of March 2023 met monthly). Responsibilities are shared across a series of committees as described in 'Structure of the reporting lines to the Board' see page 59.

With employees' wellbeing at the core of our business, matters pertaining to people and culture are also addressed, in particular with the review of all-company survey results.

The Board has formal terms of reference and operating procedures in place, and every new business opportunity is assessed according to a rigorous process.

### **Principle d. Opportunity and risk**

The Board's approach to the identification and management of risk is integral to the delivery of our strategic objectives. The objective is not to eliminate risk altogether but to identify, prioritise and manage risks and opportunities in accordance with the Company's risk appetite.

The Company's Risk and Assurance system includes a quarterly review of the Risk Register by the Risk and Assurance Committee, ensuring that appropriate action is being taken to eliminate or mitigate both newly and previously identified risks.

The assessment of new business opportunities is carried out by the Board's Risk and Investment Committee.

### **Principle e. Remuneration**

The Remuneration committee is responsible for setting remuneration and incentivisation strategy, policies across the business, and for determining the appropriate level of remuneration for the Directors and senior management. This committee is tasked with ensuring that salaries are fair and aligned with the industry, and has a delegated authority from the Board, owned by the Chief People Officer, Karen Brookes, who is a member of the committee.

Salaries are reviewed annually, based on a formal performance review process for each employee. Our policy is to reward people fairly, in line with their skills, expertise, performance and merits, and takes into account relevant market statistics.

### **Principle f. Stakeholders**

The Board recognises the need to maintain effective communication and nurture strong relationships with the Company's key stakeholders, in order to deliver its strategy and protect both its brand and reputation.

In addition to the shareholders, the Board considers the Company's key stakeholders to include its workforce, retired and future employees, its clients, its supply chain partners, industry bodies, local authorities, MPs and community groups.

Throughout its 155-year existence, the Company has built robust and trusted relationships with its key stakeholders. Engagement with stakeholders is detailed in Section 172 of the Companies Act 2006 on page 53-55.



# Directors and advisors

## Board of Directors

The names of the Directors who held office throughout the financial year, other than as noted below, and up to the date of signing this report, are set out in the Directors' report on pages 60-61.

Directors' attendance at Board meetings held during the financial year were as set out below:

Director	Meetings held	Meetings attended
Edward M <sup>c</sup> Alpine (Chair)	6	6
Hector M <sup>c</sup> Alpine	6	6
Paul Hamer <sup>1</sup>	3	3
Neil Martin <sup>2</sup>	3	3
Leighton More	6	6
Karen Brookes	6	5
Andrew Hunter	6	6
Grant Findlay	6	6
Steve Hudson	6	6
Tony Gates <sup>3</sup>	6	5

<sup>1</sup> Resigned from the Board on 16 February 2024

<sup>2</sup> Appointed to the Board on 19 February 2024

<sup>3</sup> Resigned from the Board on 31 October 2024

Details of Directors' attendance at meetings of Committees during the financial year are set out in "Structure of the reporting lines to the Board" on page 59.

## Company Secretaries

Kevin J Pearson BSc., ACA

John A Dempsey BA, ACMA, CGMA

## Independent auditor

Forvis Mazars LLP

Statutory Auditor

30 Old Bailey

London EC4M 7AU

## Principal bankers

Lloyds Bank plc

25 Gresham Street

London EC2V 7HN

## Registered office

Eaton Court

Maylands Avenue

Hemel Hempstead

Hertfordshire HP2 7TR



# Structure of the reporting lines to the Board

## Risk and Assurance Committee

This committee serves as a co-ordinating body for managing risk across the Company, as part of the Enterprise Risk Management (ERM) framework within the System of Internal Control. Its responsibilities include audit assurance, three lines of defence framework (internal audit- see “Audit Committee” below) and oversight of external audit, Business Ethics (including whistleblowing) ISO certifications and accreditations, and covers wider business support functions. As well as ensuring that the assurance and risk frameworks are working effectively, this committee is responsible for identifying entity-level risks and opportunities and agreeing entity-level controls on behalf of the Board.

The committee comprises of the Chief Financial Officer (Chair), Executive Director for Engineering and Technical Services, General Counsel, Sustainability Director, Head of Assurance, People Director and representatives of our Building and Infrastructure business units. The committee reports quarterly to the Board and the Shareholder Risk committee – responsible for defining the Company’s strategic risk appetite, and approval of major projects and business opportunities – whilst liaising closely with the Board.

The Company’s Risk Register (see Principal risks and uncertainties on pages 48-52 in the Strategic report) is updated quarterly by the committee to reflect newly-recognised risks, whilst also reporting on developments in relation to previously-identified risks. Such reviews include the development and monitoring of mitigating strategies and action plans to counter the identified risks. At each meeting, the committee is presented with a detailed analysis of the latest content of the Risk Register, including, for each risk, its perceived likelihood, the potential significance of its impact on the Company, and an Action Priority Index (“API”) value based on each risk’s likelihood, its potential impact, and the Company’s perceived vulnerability to the risk. A “heat chart” is also presented to the committee, comparing the current and the previous quarter’s API for those risks with the highest such value, together with an explanation of key risk changes from the previous to the current quarter’s report.

Meetings held during the year: 4

### Attendance by Directors:

Leighton More: 4  
Andrew Hunter: 3

## Risk and Investment Committee

This committee is responsible for consideration and assessment of significant potential new contracts and new business opportunities. The committee’s assessments cover multiple perspectives, including technical, reputational, commercial, and overall alignment with business strategy, as well as with the Board’s risk appetite.

Meetings are scheduled on a weekly basis, and are actually held as and when new contracts / opportunities arise.

Meetings have been attended by the following Directors:

**Leighton More**  
**Steve Hudson**  
**Andrew Hunter**  
**Grant Findlay** (or nominated deputy)  
– when discussion related to Buildings  
**Tony Gates** (or nominated deputy)  
– when discussion related to Infrastructure

## Audit Committee

The Company does not have a separate Audit Committee. The ultimate holding company, Newarthill Limited (“Newarthill”), has an Audit Committee comprising two members, and this committee’s responsibilities cover both Newarthill and each of its subsidiary undertakings, including the Company, the main such subsidiary undertaking. In addition to their review and consideration of each company’s Annual Report, and challenging the respective companies’ management with regard to key judgements, estimates and assumptions contained therein, the Audit Committee is also responsible for monitoring the effectiveness of systems of internal control, the resolution of key accounting issues, and managing the relationship with the Independent auditor, as well as assessing the performance of that Independent auditor. The Independent auditor attends the year-end meeting, and other meetings by invitation, along with the Company’s Chief Financial Officer.

Internal auditing arrangements within the Company are set out through the Assurance function, steered by and reporting to the Risk and Assurance Committee (see above). The Assurance function is responsible for maintenance of the “Company Management System”, defining and documenting centralised policies, procedures and responsibilities, whilst having oversight of internal audit checks carried out at Business Unit level. Checks carried out by internal auditing resource within Business Units cover operational procedures and compliance with relevant standards for Health, Safety & Wellbeing, Quality, Sustainability, Information Security and Ethical Procurement. The central Assurance function maintains oversight of these checks.

Meetings held during the year: 3

### Attendance by Directors:

Leighton More: 3

## Remuneration Committee

Responsible for setting the appropriate level of remuneration for the Directors and senior management, so as to ensure the Company’s competitiveness in the marketplace in order to retain and motivate key employees. The committee includes the Chair of the Sir Robert M<sup>c</sup>Alpine Limited Board, a representative from Newarthill and the Chief People Officer.

Meetings held during the year: 12

### Attendance by Directors:

Edward M<sup>c</sup>Alpine: 11  
Karen Brookes: 12  
Hector G McAlpine: 3  
Leighton More: 5  
Neil Martin: 4



# Directors' report

The Directors present their report for the year ended 31 October 2024.  
This report should be read in conjunction with the Strategic report on pages 30-55.

## Directors of the Company

The Directors who held office during the financial year and / or, except as otherwise noted, up to the date of signing this report, were as follows:

R Edward T W M<sup>c</sup>Alpine  
Hector G M<sup>c</sup>Alpine  
Paul C Hamer<sup>1</sup>  
Neil C Martin<sup>2</sup>  
J Leighton More BA, FCA  
Karen J Brookes  
Grant R Findlay  
Antony R Gates<sup>3</sup>  
Stephen W Hudson  
Andrew Hunter  
Peter Leonard<sup>4</sup>

<sup>1</sup> Resigned from the Board on 16 February 2024

<sup>2</sup> Appointed to the Board on 19 February 2024

<sup>3</sup> Resigned from the Board on 31 October 2024

<sup>4</sup> Appointed to the Board on 1 November 2024

## Principal activities

The Company's principal activities comprise construction design and delivery, civil engineering and infrastructure works, together with project management on behalf of clients.

## Results and dividends

The profit for the year before taxation amounted to £10,377,000 (2023: loss of £104,592,000). No interim dividends were paid during the year (2023: £nil). The Directors do not recommend the payment of a final dividend (2023: £nil).

## Corporate governance

As described in the Strategic report on page 56, the Board of Sir Robert M<sup>c</sup>Alpine Limited has once again chosen to apply The Wates Corporate Governance Principles for Large Private Companies, as a framework to satisfy the corporate governance disclosure requirements applicable to company reporting for financial years starting on or after 1 January 2019. See pages 56-57 of the Corporate governance report.

## Strategic report

The Strategic report for 2024, required by section 414A of the Companies Act 2006, is set out on pages 30-55 and contains, where appropriate, an indication of the Directors' view on likely future developments in the Company's business.

## Financial risk management

The Company has no borrowings other than fixed-rate finance leases, no debt facilities that are repayable on demand, and no debt covenants or restrictions. In addition, the Company has no material foreign exchange transactions or balances. The Company therefore has no significant interest rate or exchange rate risk.

In the normal course of its business, the Company is exposed primarily to liquidity risk and credit risk, which are managed within policies and operating parameters approved by the Board of Directors. Derivative financial instruments are not used.

## Stakeholder engagement

The Board considers the Company's key stakeholders to include its shareholders, its workforce, retired and future employees, its clients, its supply chain partners, industry bodies, local authorities, MPs and community groups.

The Board recognises that it needs to address the interests of its employees, and to foster its business relationships with suppliers, clients and others, and the manner in which these interests and relationships are dealt with by the Directors is set out above, in the Strategic report, under Section 172 Companies Act 2006 (b) and (c) respectively.

## Equal opportunities

The Company gives full and fair consideration to applications for employment made by disabled persons where they have the necessary aptitude and abilities. Where employees become disabled, the Company endeavours to continue their employment provided there are duties which they can perform despite their disabilities.

The Company is an active equal-opportunities employer and promotes an environment free from discrimination and victimisation. Employees are treated equally and fairly, and selection for training, promotion, career progression and other benefits is made solely on merit and ability to perform against role profiles.

The Company is committed to growing a diverse pool of talent to perpetuate its leadership.

## Health, safety and wellbeing

The Directors are committed to the effective management and monitoring of health and safety, to providing a safe working environment for employees, and to keeping members of the public with whom the Company comes into contact free from harm. Further details regarding Health, safety and wellbeing can be found in Principal risks and uncertainties, within the Strategic report, on pages 48 to 51.



## Research and development

The Company has a continuous program of research into and development of its construction methods and techniques, focussing on the efficiency and safety of materials used, energy consumed and working practices. In addition, the Company invests in both operational and systems improvement programmes for use across the business.

## Energy and carbon reporting

The Company's Streamlined Energy and Carbon Reporting statement (SECR) can be found in the Strategic report on page 41.

## Share capital

Details of the Company's share capital are set out in note 23 to the financial statements, including the issue of an additional £7.5m of Ordinary shares during the year to the Parent company, for cash.

## Going concern

The Company's business activities, together with the factors likely to affect its future development, performance and position, are set out in the Strategic report. The financial position of the Company is set out in the Balance sheet and the accompanying notes to the financial statements.

Climate change, and the steps that the Company is taking to address this issue, are dealt with separately above, within Climate-related risk and our responses on pages 39-45, but the matter is not considered likely to have any impact on our clients or supply chain such as to cast doubt on the financial forecasts referred to below.

As discussed in the Chief Financial Officer's review on page 46, the effects of high inflation and supply chain shortages continue to impact both the Company and the wider UK economy. Our revised Business Model, announced in April 2023, allowed us to navigate the ongoing challenging economic environment, as well as to enhance operating margins as the global economy recovers from the inflation and energy price shock that has impacted the last two years.

The Directors have prepared cashflow forecasts to 31 October 2026, showing a base case with a downside scenario modelled against this. The base case shows the cashflow generated from secured and nearly-secured contracts and short-term working capital needs. The downside scenario demonstrates the effect of reduced order intake, delayed settlements and increased remedial cash outflows. This was designed to establish a pessimistic but plausible downside and demonstrates that sufficient cash headroom can be maintained throughout this period, including the continuing repayment of amounts outstanding from our parent company, which we believe to be recoverable, as and when called for.

Taking all of the above factors into consideration, the Directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for at least 12 months from the date of approval of these financial statements. Accordingly, they continue to adopt the going concern basis in preparing the Annual Report and Accounts.

## Donations

During the year the Company made no political donations (2023: £nil).

## Directors' indemnities and insurance

Third-party indemnity provisions made by the ultimate parent company on behalf of all Directors of the Company were in force for the entire financial year.

## Disclosure of information to the independent auditor

Each of the Directors in office at the date of approval of this report confirms that:

- So far as the Director is aware, there is no relevant audit information of which the Company's independent auditor is unaware; and
- Each Director has taken all the steps that they ought to have taken as a Director in order to make themselves aware of any relevant audit information and to establish that the Company's independent auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with Section 418 of the Companies Act 2006.

## Re-appointment of independent auditor

Forvis Mazars LLP is deemed reappointed as the Company's independent auditor under section 487(2) of the Companies Act 2006.

## Post Balance sheet events

There have been no significant events since the Balance sheet date that would require adjustment of, or disclosure in these financial statements.

Approved by the Board on 15 April 2025 and signed on its behalf by:

**John A Dempsey** BA, ACMA, CGMA

Company Secretary



# Statement of Directors' responsibilities

**The Directors are responsible for preparing the Strategic report and the Directors' report and the financial statements in accordance with applicable law and regulations.**

Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law) comprising FRS 102 "The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland". Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period. In preparing these financial statements, the Directors are required to:

- Select suitable accounting policies and apply them consistently;
- Make judgements and accounting estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards, comprising FRS 102, have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006.

The Directors are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.



# Independent auditor's report to the members of Sir Robert M<sup>c</sup>Alpine Limited

## Opinion

We have audited the financial statements of Sir Robert M<sup>c</sup>Alpine Limited (the 'Company') for the year ended 31 October 2024 which comprise the Profit and Loss account, the Statement of Comprehensive Income, the Balance Sheet, the Statement of Changes in Equity, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the Company's affairs as at 31 October 2024 and of its profit for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the "Auditor's responsibilities for the audit of the financial statements" section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

In auditing the financial statements, we have concluded that the director's use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Our audit procedures to evaluate the directors' assessment of the Company's ability to continue to adopt the going concern basis of accounting included but were not limited to:

- Undertaking an initial assessment at the planning stage of the audit to identify events or conditions that may cast significant doubt on the Company's ability to continue as a going concern;
- Obtaining an understanding of the relevant controls relating to the directors' going concern assessment;
- Evaluating the directors' method to assess the Company's ability to continue as a going concern;
- Reviewing the directors' going concern assessment, which incorporated severe but plausible scenarios;
- Evaluating the key assumptions used and judgements applied by the directors in forming their conclusions on going concern; and
- Reviewing the appropriateness of the directors' disclosures in the financial statements.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.



## Other information

The other information comprises the information included in the Annual Report & Accounts, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the Strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The Strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

## Matters on which we are required to report by exception

In light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic report or the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of directors' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

## Responsibilities of Directors

As explained more fully in the directors' responsibilities statement set out on page 62, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

## Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

Based on our understanding of the Company and its industry, we considered that non-compliance with the following laws and regulations might have a material effect on the financial statements: employment regulation, health and safety regulation, anti-money laundering regulation, general data protection and building regulations.

To help us identify instances of non-compliance with these laws and regulations, and in identifying and assessing the risks of material misstatement in respect to non-compliance, our procedures included, but were not limited to:

- Inquiring of management and, where appropriate, those charged with governance, as to whether the Company is in compliance with laws and regulations, and discussing their policies and procedures regarding compliance with laws and regulations;
- Inspecting correspondence, if any, with relevant licensing or regulatory authorities;
- Communicating identified laws and regulations to the engagement team and remaining alert to any indications of non-compliance throughout our audit; and
- Considering the risk of acts by the Company which were contrary to applicable laws and regulations, including fraud.



We also considered those laws and regulations that have a direct effect on the preparation of the financial statements, such as tax legislation, pension legislation, the Companies Act 2006.

In addition, we evaluated the directors' and management's incentives and opportunities for fraudulent manipulation of the financial statements, including the risk of management override of controls, and determined that the principal risks related to posting manual journal entries to manipulate financial performance, management bias through judgements and assumptions in significant accounting estimates, in particular in relation to revenue recognition and contract provisions, and significant one-off or unusual transactions.

Our audit procedures in relation to fraud included but were not limited to:

- Making enquiries of the directors and management on whether they had knowledge of any actual, suspected or alleged fraud;
- Gaining an understanding of the internal controls established to mitigate risks related to fraud;
- Discussing amongst the engagement team the risks of fraud; and
- Addressing the risks of fraud through management override of controls by performing journal entry testing.

There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including fraud rests with management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## Use of the audit report

This report is made solely to the Company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members as a body for our audit work, for this report, or for the opinions we have formed.

David Herbinet (Senior Statutory Auditor)  
for and on behalf of Forvis Mazars LLP

Chartered Accountants and Statutory Auditor

30 Old Bailey  
London  
EC4M 7AU  
17 April 2025



**Profit and loss account for the year ended 31 October 2024**

	Note	2024 £000	2023 £000
Turnover	3	940,105	880,558
Cost of sales		(920,441)	(977,770)
Gross profit/(loss)		19,664	(97,212)
Administrative expenses		(24,349)	(32,247)
Other operating income	4	7,302	19,526
Operating profit/(loss)	5	2,617	(109,933)
Interest receivable	6	8,655	6,204
Amortisation of investments	15	(241)	(242)
Revaluation loss on Joint-ownership properties	17	(10)	(52)
Finance costs	7	(644)	(569)
Profit/(loss) before tax		10,377	(104,592)
Tax (charge)/credit	11	(2,380)	9,618
Profit/(loss) for the financial year		7,997	(94,974)

**Statement of comprehensive income/(loss) for the year ended 31 October 2024**

	Note	2024 £000	2023 £000
Profit/(loss) for the financial year		7,997	(94,974)
Remeasurement gain on the Post-retirement medical scheme obligation	21	455	255
Deferred tax charge relating to remeasurement gain on the Post-retirement medical scheme obligation	11	(114)	(64)
Other comprehensive income for the year, net of tax		341	191
Total comprehensive income/(loss) for the year		8,338	(94,783)

The notes on pages 70-86 form an integral part of these financial statements.



**(Registration number: 00566823)**  
**Balance sheet as at 31 October 2024**

	Note	2024 £000	2023 £000
<b>Fixed assets</b>			
Tangible fixed assets	12	16,484	19,136
Intangible fixed assets	13	3,074	3,589
Investments in subsidiaries	14	5	5
Other fixed asset investments	15	5,640	5,489
		<b>25,203</b>	<b>28,219</b>
<b>Current assets</b>			
Stocks	16	786	842
Debtors due within one year	17	174,445	224,343
Debtors due after more than one year	17	14,357	20,608
Cash and cash equivalents	18	143,537	100,840
		<b>333,125</b>	<b>346,633</b>
<b>Creditors: Amounts falling due within one year</b>	19	<b>(263,739)</b>	<b>(291,621)</b>
<b>Net current assets</b>		<b>69,386</b>	<b>55,012</b>
<b>Total assets less current liabilities</b>		<b>94,589</b>	<b>83,231</b>
<b>Creditors: Amounts falling due after more than one year</b>	19	<b>(12,514)</b>	<b>(18,132)</b>
<b>Provisions for liabilities</b>	20	<b>(27,482)</b>	<b>(25,896)</b>
<b>Net assets excluding Post-retirement medical scheme</b>		<b>54,593</b>	<b>39,203</b>
Post-retirement medical scheme obligation	21	<b>(3,213)</b>	<b>(3,661)</b>
<b>Net assets</b>		<b>51,380</b>	<b>35,542</b>
<b>Capital and reserves</b>			
Called up share capital	23	135,250	127,750
Profit and loss account		<b>(83,870)</b>	<b>(92,208)</b>
<b>Total equity</b>		<b>51,380</b>	<b>35,542</b>

Approved and authorised for issue by the Board on 15 April 2025 and signed on its behalf by:

Leighton More FCA  
 Director

The notes on pages 70-86 form an integral part of these financial statements.



**Statement of changes in equity for the year ended 31 October 2024**

	Share capital £000	Profit and loss account £000	Total equity £000
At 1 November 2023	127,750	(92,208)	35,542
Profit for the financial year	-	7,997	7,997
Other comprehensive income for the year, net of tax	-	341	341
Total comprehensive profit for the year	-	8,338	8,338
Shares issued - see Note 23	7,500	-	7,500
At 31 October 2024	135,250	(83,870)	51,380

	Share capital £000	Profit and loss account £000	Total equity £000
At 1 November 2022	67,750	2,575	70,325
Loss for the financial year	-	(94,974)	(94,974)
Other comprehensive income for the year, net of tax	-	191	191
Total comprehensive loss for the year	-	(94,783)	(94,783)
Shares issued – see Note 23	60,000	-	60,000
At 31 October 2023	127,750	(92,208)	35,542

The notes on pages 70-86 form an integral part of these financial statements.



**Cash flow statement for the year ended 31 October 2024**

	Note	2024 £000	2023 £000
<b>Net cash flow from operating activities</b>	24	29,477	(81,977)
<b>Cash flow from investing activities</b>			
Purchase of tangible fixed assets	12	(1,989)	(2,468)
Sale of tangible fixed assets		1,573	18,532
Purchase of intangible fixed assets	13	-	(629)
Purchase of investments	15	(392)	(51)
Sale of Joint-ownership properties		-	-
Interest received	6	8,655	6,204
<b>Net cash flow from investing activities</b>		7,847	21,588
<b>Cash flow from financing activities</b>			
Interest paid	7	(9)	(9)
Repayment of finance lease obligations	25	(2,202)	(2,105)
Proceeds of sale and leaseback of tangible fixed assets	22	84	3,833
Issue of share capital	23	7,500	60,000
<b>Net cash flow from financing activities</b>		5,373	61,719
<b>Net increase in cash and cash equivalents</b>		42,697	1,330
Cash and cash equivalents at beginning of year		100,840	99,510
<b>Cash and cash equivalents at end of year</b>		143,537	100,840

The notes on pages 70-86 form an integral part of these financial statements.



# Notes to the financial statements for the year ended 31 October 2024

## 1. General information

The Company is a private company limited by share capital, incorporated in Great Britain and registered in England and Wales.

The address of its registered office is:

**Eaton Court  
Maylands Avenue  
Hemel Hempstead  
Hertfordshire  
HP2 7TR  
United Kingdom**

These financial statements were authorised for issue by the Board on 15 April 2025.

## 2. Accounting policies

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

### Statement of compliance

These financial statements were prepared in accordance with Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', and with the applicable requirements of the Companies Act 2006.

### Basis of preparation

These financial statements are presented in pounds sterling, rounded to the nearest thousand (£000 or £k), and have been prepared using the historical cost convention except, as disclosed in the accounting policies, in respect of Joint-ownership properties which are included at valuation.

### Qualifying entity exemptions from FRS 102

As a consolidated subsidiary within the accounts of its ultimate parent company Newarthill Limited, the Company has taken advantage of the reduced disclosure requirements available under Section 1.12 of FRS 102 in respect of Section 33.1 A of that standard not to disclose transactions entered into between two or more members of a group where any subsidiary party to the transaction is wholly-owned by such a member, and furthermore also the reduced disclosure requirements available in respect of Sections 11.43 and 11.48(a) of that Standard.

### Group accounts not prepared

The financial statements contain information about Sir Robert M<sup>o</sup>Alpine Limited as an individual company and do not contain consolidated financial information as the parent of a group.

The Company is exempt under section 400 of the Companies Act 2006 from the requirement to prepare consolidated financial statements as it and its subsidiary undertakings are included by full consolidation in the financial statements of Newarthill Limited, a company incorporated in the United Kingdom.

## Going concern

The Company's business activities, together with the factors likely to affect its future development, performance and position, are set out in the Strategic report. The financial position of the Company is set out in the Balance sheet and the accompanying notes to the financial statements.

The Business Model communicated in 2023, resulted in the business focusing on five key Sectors going forward, where we have a proven track record of both delivery and profitability alongside a strong pivot to Infrastructure / Cost plus, and away from fixed-price work.

This model is now being delivered through two streamlined operating divisions i.e. Buildings and Infrastructure, alongside a smaller Business Support Services function, rather than the previous four UK-wide autonomous Regional Operating businesses. A lower cost base has allowed us to navigate the ongoing challenging economic environment, as well as to enhance operating margins as the global economy recovers from the inflation and energy price shock that has impacted in recent years.

Our order book remains strong into the new financial year, and we continue to be selective in the work we accept, focusing on our Sector and contract-type approach to enhance operating margins. It is likely that revenues will stay broadly flat in the new financial year, but with a step change in mix between Building and Infrastructure margins over the next two years.

The business has implemented measures to mitigate risk, by discounting the unsecured and nearly-secured elements of expected future revenue in both our Profit and loss and resulting cashflow forecasts, to reflect contract-specific and wider business and economic risk, given the current macro-economic environment and outlook.

The management of working capital and cash continues to be robust, including detailed and regular monthly contract, business unit and consolidated cashflow forecasting and modelling, for a minimum duration of 18 months forward at any one time. Such forecasts are reviewed and challenged by group senior management alongside all other performance metrics. The constituent parts of the cash forecasting process are built at granular level, and are fully aligned to the latest Profit and loss forecasts.

Risks and opportunities are clearly identified against the baseline model, to identify and stress test upper and lower potential cash outturns, and form part of our ongoing stress-testing of our cash position. Any such risks also form part of subsequent discussions with our parent undertaking, should Group support be considered necessary. Our cash forecast reflects the continuing repayment of amounts outstanding from our parent company, which we believe to be recoverable, as and when called for. During the year, the parent company subscribed for an additional £7.5m (2023: £60m) of share capital, in cash, thereby adding additional resilience to the Company's Balance sheet and liquidity position. This demonstrates its confidence in the Company's current order book, strategy, and future direction.



Cash balances were £143.5m at 31 October 2024 (2023: £100.8m). The Board is confident that the Company has sufficient levels of cash reserves to manage its working capital requirements, both to deliver existing projects and to take on new business, with no external debt repayable on demand, through to the end of the Going Concern forecast period at 31 October 2026. The Company has no borrowings other than fixed-rate finance leases, no debt covenants or restrictions and therefore, with no material foreign exchange transactions or balances, has no significant interest rate or exchange rate risk.

The Directors have therefore concluded that the Company continues to operate as a going concern, with no material uncertainties relating to the period to 31 October 2026, and hence they have presented the financial statements for the year ended 31 October 2024 on a going concern basis.

## Critical judgements in applying the Company's accounting policies

### Turnover

The turnover policy, described below, requires forecasts to be made of the outcomes of long-term construction contracts, which require assessments and judgements to be made on the recovery of pre-contract costs, changes in the scope of work, contract programmes, defects liabilities and changes in costs. There are several long-term construction contracts where the Company has incorporated significant judgements over contractual entitlements.

### Deferred tax

Deferred tax assets are recognised only to the extent that it is probable that future taxable profits will arise against which the temporary differences will be utilised. Judgment is therefore applied as to the level of such assets which should be recognised, based on the availability and timing of future taxable profits per the latest Board-approved forecasts.

## Key sources of estimation uncertainty

### Turnover and Contract costs

To a large extent, the Company's profitability depends on costs being accurately calculated and controlled, and projects being completed on time. The cost calculations made at the project-portfolio level are subject to a number of assumptions. Therefore, if the estimate of the overall risks or calculations of the revenues or costs of one or more contracts prove inaccurate, due to the occurrence of unforeseen events or other changes in circumstances, economic or otherwise, then this could result in a positive or negative change in underlying profitability and cash flow.

The carrying amounts of Amounts receivable on contracts, and Contract retentions due, are set out in Note 17, and the carrying amounts of Amounts payable on contracts, and Contract retentions payable, are set out in Note 19.

### Deferred tax

Management estimates are required to determine the amount of deferred tax assets that can be recognised, based on the likely timing and level of future taxable profits as derived from the Company's Board-approved budgets and 4-year forecasts. £3,269k of deferred tax assets recognised at 31 October 2024 are expected to be recoverable within 12 months of that date (2023: £Nil).

## Provisions for liabilities

### Remedial provisions

Provisions are made for the costs expected to be incurred on completed contracts where remedial works have been identified. These provisions require management's best estimate of the costs that will be required to complete the remedial work based on the respective contractual requirements. Unless there is certainty that the remedial work will be delayed or deferred beyond one year from the Balance sheet date, the amounts provided for those costs are not discounted.

### Onerous contract provisions

Provision is made for contracts where the forecast unavoidable costs to complete those contracts exceed the economic benefits expected to be received. These provisions require management's best estimate of the costs that will be required to complete the contracts based on the respective contractual requirements. Unless there is certainty that the contracts' completion will be delayed or deferred beyond one year from the Balance sheet date, the amounts provided for those costs are not discounted.



## Significant accounting policies

### (a) Revenue recognition

Turnover represents the value of infrastructure and building work carried out during the year, including the Company's share of turnover in jointly-controlled operations, and also includes fees earned from clients for managing projects on their behalf under Construction Management contracts.

Construction turnover is recognised by reference to the stage of completion at the reporting date when the outcome of individual contracts can be estimated reliably. Construction turnover is recognised on the basis of the proportion of total costs incurred at the reporting date compared to the estimated total costs of the contract at completion. Estimates of the final out-turn on each contract may include cost contingencies, to take account of the specific risks that have been identified within each contract. The cost contingencies are reviewed on a regular basis throughout each contract's life and are adjusted where appropriate. The Directors continually review the estimated final out-turn on contracts, and, in certain limited cases, assess amounts recoverable from insurers, and make appropriate adjustments where necessary.

Construction turnover includes variations in contract work, which are recognised when it is probable that they will be agreed by the client and the amounts can be measured reliably. Construction turnover also includes claims which are recognised when negotiations have reached an advanced stage, such that it is probable that the client will accept the claim and the amount can be measured reliably.

Profit is recognised on long-term contracts only once the final outcome can be assessed with reasonable certainty, by including turnover and cost of sales within the Profit and loss account as the contracts progress.

### (b) Government grants

The Company benefits from Research and Development Expenditure Credits receivable from the UK Government, in respect of eligible expenditure during the period. These grants are recognised on an accruals basis as income during the year.

### (c) Foreign currency transactions and balances

Transactions denominated in foreign currencies are translated into sterling at the rates ruling at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the Balance sheet date are translated at the rates ruling at that date. Exchange movements on such translation are dealt with in the Profit and loss account.

### (d) Research and development costs

Research costs are expensed as incurred. Development costs re operational and systems improvement programs, for use across the business, are capitalised as intangible assets when it is probable that future economic benefits attributable to the costs are going to flow to the Company and the costs can be measured reliably.

### (e) Tax

Tax for the year comprises current tax and deferred tax. Tax is recognised in the Profit and loss account, except where an item of income or expense is recognised within other comprehensive income, in which case the related tax is also recognised within other comprehensive income.

The current tax credit or charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date in the countries where the Company operates and generates taxable income.

Deferred tax is recognised on timing differences between taxable profits and total comprehensive income that arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised, and on unused but recoverable tax losses or tax credits in the group. Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted by the reporting date.

The carrying amount of deferred tax assets is reviewed at each reporting date, and equals the highest amount that is more likely than not to be recovered based on current and expected future taxable profits.

### (f) Tangible fixed assets

Tangible fixed assets are stated at cost, less accumulated depreciation and any accumulated impairment losses.

The cost of tangible fixed assets includes directly attributable incremental costs incurred in their acquisition and installation.

### (g) Depreciation and impairment

Depreciation is charged so as to write off the cost of assets, other than land and properties under construction, over their respective estimated useful lives.

The depreciation bases for each class of asset are set out below.

Asset class	Depreciation method and rate
Freehold buildings other than properties under construction	Reducing balance at 5% per annum
Furniture, fittings and equipment	Straight-line on cost at between 20% and 50% per annum
Plant and equipment	Reducing balance of vehicles at between 25% and 35% per annum, and straight-line on cost of other items, net of estimated residual value, at between 10% and 33 1/3% per annum

Impairment reviews are carried out when there are indications of loss in asset values.



**(h) Intangible fixed assets**

Internally-generated assets, comprising software and consultancy costs, are recognised at cost less accumulated amortisation and impairment losses.

Amortisation is recognised on a straight-line basis over each asset's estimated useful life. The estimated useful life and amortisation method are reviewed at the end of each reporting period, with the effect of any changes in estimate being accounted for on a prospective basis. The estimated useful lives for the Company's finite-life intangible assets are 3 to 10 years. Amortisation commences once the asset is available for use, and the charge is recognised in administrative expenses. Assets under construction are not amortised.

**(i) Investments in subsidiaries**

Investments in subsidiaries are stated at cost less any impairment.

**(j) Jointly-controlled operations**

Construction contracts carried out as a joint arrangement without the establishment of a legal entity are joint operations. The Company's share of the results and of the gross assets and liabilities of these joint operations are included under each relevant heading in the Profit and loss account and the Balance sheet.

**(k) Other fixed asset investments**

Investments in equity shares which are not publicly traded, and where fair value cannot be measured reliably, are measured at cost less impairment. Unlisted debentures are measured at cost, less a charge for amortisation over their useful life at between 0% and 25.0% per annum.

**(l) Joint-ownership properties**

Amounts receivable in respect of the Company's joint ownership of properties are financial instruments under section 12 of FRS 102. Amounts receivable are initially stated at transaction price, and are revalued annually at the Balance sheet date, using published price indices. Unrealised gains and losses on those receivables are accounted for as fair value movements in the Profit and loss account.

**(m) Cash and cash equivalents**

Cash and cash equivalents can include cash in hand, call deposits, and other short-term, highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value. Interest receivable is classified as arising from Investing activity in the Cash flow statement.

**(n) Trade debtors**

Trade debtors are amounts due from customers for services performed in the ordinary course of business, and are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest rate method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the Company will not be able to collect all amounts due according to the original terms of the receivables.

**(o) Stocks**

Raw materials and consumables are stated at the lower of cost and estimated selling price, less costs to complete and sell. Cost is determined using the first-in, first-out (FIFO) method. Provision is made for obsolete, slow-moving or defective items where appropriate.

**(p) Trade creditors**

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business. Accounts payable are classified as current liabilities if the Company does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is such an unconditional right then they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest rate method.

**(q) Provisions for liabilities**

Provisions are recognised when the Company has a present legal or constructive obligation at the reporting date as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item in the same class of obligations is small.

When the effect of the time value of money is material, the amount of a provision is the present value of the amount expected to be required to settle the obligation. The discount rate uses a pre-tax rate that reflects current market assessments of the time value of money and risks specific to the liability. The risks specific to the liability are reflected either in the discount rate or in the estimation of the amounts required to settle the obligation, but not both.

**(r) Leases****Finance leases**

Leases are classified as finance leases whenever the terms of the lease transfer substantially all of the risks and rewards of ownership to the lessee.

Assets held under finance leases are recognised at the lower of their fair value at inception of the lease and the present value of the minimum lease payments. These assets are depreciated on a straight-line basis over the shorter of the useful life of the asset and the lease term, except where the lease terms include a peppercorn option to repurchase the asset at the end of the lease, in which case the asset's useful life is used if longer. The corresponding liability to the lessor is included in the Balance sheet as a finance lease obligation.

Lease payments are apportioned between finance costs in the Profit and loss account and reduction of the lease obligation in the Balance sheet so as to achieve a constant periodic rate of interest on the remaining balance of the liability.

**Operating leases**

All other leases are operating leases, and the rentals payable on those leases are charged to the Profit and loss account as incurred over the lives of the related leases.

**(s) Share capital**

Ordinary shares are classified as equity. Equity instruments are measured at the fair value of the cash or other resources received or receivable, net of the direct costs of issuing the equity instruments.



**(t) Dividends**

Dividend distributions to the Company's shareholders are recognised as a liability in the financial statements in the reporting period in which the dividends are declared.

**(u) Defined contribution pension obligations**

A defined contribution plan is a pension plan under which contributions are paid into a pension fund and the Company has no legal or constructive obligation to pay further contributions, even if the fund does not hold sufficient assets to pay all members the benefits relating to employee service in the current and prior periods.

Contributions to defined contribution plans are recognised as employee benefit expenses when they are due. If contribution payments exceed the contribution due for service, the excess is recognised as a prepayment.

**(v) Defined benefit pension obligation**

The Company is the principal employer for a defined benefit pension scheme whereby a member will receive a benefit on retirement, usually dependent on one or more factors such as years of service and remuneration.

The liability is recognised in the Balance sheet of Newarthill Limited, the ultimate parent company. More information can be found in Note 21, and full disclosure of the scheme is shown in the financial statements of Newarthill Limited.

As the assets and liabilities of the pension scheme are recognised within Newarthill Limited, the Company accounts for the charges against the scheme as if it were a defined contribution scheme.

**(w) Unregulated, unfunded pension savings plan**

The Company operates an unregulated, unfunded pension savings plan, for eligible senior employees who are members of neither the Company's defined benefit scheme nor its defined contribution pension scheme. Contributions to the scheme are accrued by the Company, and the accrued balance adjusted annually for inflation.

**(x) Post-retirement medical scheme obligation**

The Company operates a defined benefit medical scheme, whereby members become entitled to healthcare-claim benefits after their retirement. The scheme is unfunded, and the present value of the liability for benefits payable is recognised in the Balance sheet. Actuarial gains and losses on the healthcare obligation are recognised through other comprehensive income, and interest on the liability is recognised in the Profit and loss account within finance costs. More information on this scheme can be found in Note 21 below.

**3. Turnover**

The analysis of the Company's revenue for the year from continuing operations is as follows:

	2024 £000	2023 £000
Contracting	940,105	880,558

All turnover is generated in the United Kingdom.

**4. Other operating income**

The analysis of the Company's other operating income for the year is as follows:

	2024 £000	2023 £000
Research and Development Expenditure Credits	6,941	3,000
Gain on disposal of Freehold land and buildings	-	15,662
Gains on disposal of other tangible fixed assets	361	864
	7,302	19,526



**5. Operating profit/(loss)**

	2024 £000	2023 £000
Arrived at after charging/(crediting):		
Depreciation of tangible fixed assets	4,643	4,831
Amortisation of intangible fixed assets	515	356
Operating lease expense - property	4,386	4,047
Operating lease expense - plant and equipment	5,385	9,238
Loss on disposal of intangible fixed assets	-	7
Foreign exchange gains	(16)	(95)
Research and development expenditure	21,500	15,000

**6. Interest receivable**

	2024 £000	2023 £000
Bank interest receivable	2,028	781
Other interest receivable	6,627	5,423
	8,655	6,204

**7. Finance costs**

	2024 £000	2023 £000
Interest on obligations under finance leases	432	376
Interest on the Post-retirement medical scheme obligation	203	184
Other interest payable	9	9
	644	569

**8. Staff costs**

The aggregate payroll costs (including Directors' remuneration) were as follows:

	2024 £000	2023 £000
Wages and salaries	153,067	164,775
Social security costs	16,818	18,195
Pension costs, defined contribution schemes	7,743	8,092
Pension costs, defined benefit scheme	135	159
Pension costs, unregulated, unfunded savings plan	165	171
	177,928	191,392



The average number of persons employed by the Company (including Directors) during the year was as follows:

	2024 No.	2023 No.
Operations	1,692	1,932
Administration	146	151
	<b>1,838</b>	<b>2,083</b>

## 9. Directors' remuneration

The Directors' remuneration for the year was as follows:

	2024 £000	2023 £000
Remuneration	5,155	3,444
Pension costs, defined contribution schemes	61	44
Pension costs, defined benefit scheme	135	159
Pension costs, unregulated, unfunded savings plan	106	55
Compensation for loss of office	468	-
	<b>5,925</b>	<b>3,702</b>

In respect of the highest paid Director:

	2024 £000	2023 £000
Remuneration	1,015	597

No contributions were paid, in either the current or the prior year, to defined contribution schemes, the defined benefit scheme or to the unregulated, unfunded pension savings plan, in respect of the highest paid Director. The highest paid Director has no accrued pension or lump sum from any of those schemes.

During the year the number of Directors who received pension scheme benefits was as follows:

	2024 No.	2023 No.
Accruing benefits under defined contribution schemes	2	2
Accruing benefits under the defined benefit scheme	2	2
Accruing benefits under the unregulated, unfunded pension savings plan	4	5

## 10. Auditor's remuneration

	2024 £000	2023 £000
Audit of the financial statements	552	412

There were no other fees payable to the independent auditor (2023: £Nil).



**11. Tax**

	2024 £000	2023 £000
<b>Current tax</b>		
United Kingdom corporation tax	(1,007)	4,180
United Kingdom corporation tax adjustment to prior periods	(925)	550
	<b>(1,932)</b>	<b>4,730</b>
<b>Deferred tax</b>		
Arising from origination and reversal of timing differences	(448)	4,403
United Kingdom corporation tax rate change	-	485
United Kingdom deferred tax adjustment to prior periods	-	-
	<b>(448)</b>	<b>4,888</b>
Tax (charge)/credit in the Profit and loss account	<b>(2,380)</b>	<b>9,618</b>

In addition to the tax (charge)/credit in the Profit and loss account, deferred tax of £114k (2023: £64k) was charged directly to other comprehensive income in respect of the remeasurement gain on the Post-retirement medical scheme obligation.

The tax (charge)/credit for the year in the Profit and loss account is reconciled below:

	2024 £000	2023 £000
Profit/(loss) before tax	10,377	(104,592)
Corporation tax (charge)/credit on profit/(loss) at the weighted-average standard UK rate for the financial year of 25% (2023: 22.52%)	(2,594)	23,554
Income not taxable in determining taxable profit/(loss)	670	3,527
Expenses not deductible for tax purposes	(267)	(260)
Change in unrecognised deferred tax assets	(1,925)	(20,193)
Adjustments to tax charge in respect of previous periods	(925)	550
Remeasurement of deferred tax assets and liabilities due to changes in UK tax rate	-	485
Group relief received for nil consideration	1,904	-
Impact of transfer pricing adjustments	757	1,955
Total tax (charge)/credit	<b>(2,380)</b>	<b>9,618</b>

<b>Deferred tax assets</b>	2024 £000	2023 £000
Fixed assets timing differences	1,746	1,138
Losses	7,916	8,976
Post-retirement medical scheme obligation	804	915
	<b>10,466</b>	<b>11,029</b>



Deferred tax assets have been calculated using the rate anticipated to be in force when the timing differences unwind, being the prevailing UK tax rate of 25% (2023: 25%).

It is expected that £3,269k (2023: £Nil) of the deferred tax assets will reverse during the next financial year.

The Company has not recognised £76,379k (2023: £74,542k) of deferred tax assets, calculated at 25% (2023: 25%), due to uncertainties as to the period of their recovery. Those unrecognised assets comprise:

	2024 £000	2023 £000
Accelerated capital allowances	4,928	5,091
Tax losses	66,535	66,314
Other timing differences	341	641
Tax credits	4,575	2,496
	<b>76,379</b>	<b>74,542</b>

There is no expiry date in respect of these unrecognised timing differences.

## 12. Tangible fixed assets

	Freehold land and buildings £000	Furniture, fittings and equipment £000	Plant and equipment £000	Total £000
<b>Cost</b>				
At 1 November 2023	477	5,879	57,997	64,353
Additions	-	236	2,967	3,203
Disposals	-	(867)	(5,965)	(6,832)
At 31 October 2024	477	5,248	54,999	60,724
<b>Depreciation</b>				
At 1 November 2023	259	4,770	40,188	45,217
Charge for the year	10	502	4,131	4,643
Eliminated on disposals	-	(832)	(4,788)	(5,620)
At 31 October 2024	269	4,440	39,531	44,240
<b>Carrying amount</b>				
At 31 October 2024	208	808	15,468	16,484
At 31 October 2023	218	1,109	17,809	19,136

### Assets held under finance leases

The net carrying amount of tangible fixed assets includes the following amounts in respect of assets held under finance leases:

	2024 £000	2023 £000
Plant and equipment (including £1,214k additions in the year (2023: £1,461k))	9,042	10,220



**13. Intangible assets**

	Software development £000	Assets under construction £000	Total £000
<b>Cost</b>			
At 1 November 2023	919	3,093	4,012
Reclassifications	1,396	(1,396)	-
At 31 October 2024	2,315	1,697	4,012
<b>Amortisation</b>			
At 1 November 2023	423	-	423
Charge for the year	515	-	515
At 31 October 2024	938	-	938
<b>Carrying amount</b>			
At 31 October 2024	1,377	1,697	3,074
At 31 October 2023	496	3,093	3,589

**14. Investments in subsidiaries**

	£000
<b>At cost</b>	
At 1 November 2023 and 31 October 2024	5
<b>Carrying amount</b>	
At 31 October 2024	5
At 31 October 2023	5

The subsidiaries of Sir Robert M<sup>c</sup>Alpine Limited are wholly-owned, except where otherwise stated, and are listed below. Except where also otherwise stated they were incorporated in Great Britain, registered in England and Wales, and the principal country of operation is the United Kingdom.

All shares held in subsidiary undertakings are Ordinary shares and, in the Directors' opinion, the aggregate value of the shares in each of the subsidiary undertakings is not less than the aggregate amounts at which they are stated in the Balance sheet.

As permitted by S.400 Companies Act 2006, group accounts have not been prepared as Sir Robert M<sup>c</sup>Alpine Limited is itself a wholly-owned subsidiary. Consequently, these accounts give information about the Company rather than the group.

	Country of Incorporation and Principal Country of Operation
<b>Construction-related</b>	
Sir Robert M <sup>c</sup> Alpine Management Contractors Limited	England & Wales
Bankside Electrical Contractors Limited	England & Wales
British Contracts Company Limited	England & Wales

Derby Joinery Limited, a former construction-related subsidiary undertaking, was dissolved during the prior year.



The registered address for each of the above companies is Eaton Court, Maylands Avenue, Hemel Hempstead, Hertfordshire HP2 7TR.

J3 Limited

Jersey

The Company owns 75% of the Ordinary shares in this company.

The registered address for this company is Level 2, 1 Britannia Place, Bath Street, St Helier, Jersey JE2 4SU.  
After the year end, J3 Limited was dissolved.

## 15. Other fixed asset investments

	Unlisted investments £000	Unlisted debentures £000	Unlisted securities £000
<b>Cost</b>			
At 1 November 2023	3,403	3,531	6,934
Additions at cost	-	392	392
At 31 October 2024	3,403	3,923	7,326
<b>Amortisation</b>			
At 1 November 2023	-	1,445	1,445
Charge for the year	-	241	241
At 31 October 2024	-	1,686	1,686
<b>Carrying amount</b>			
At 31 October 2024	3,403	2,237	5,640
At 31 October 2023	3,403	2,086	5,489

## 16. Stocks

	2024 £000	2023 £000
Raw materials and consumables	786	842



**17. Debtors**

	2024 £000	2023 £000
<b>Due within one year:</b>		
Trade debtors	12,752	30,041
Amounts recoverable on contracts	40,716	35,277
Contract retentions due	17,072	14,049
Amounts owed by related parties	78,191	128,006
Other debtors	11,896	7,703
Prepayments	3,995	4,013
Corporation tax asset	6,554	5,254
Deferred tax assets	3,269	-
	<b>174,445</b>	<b>224,343</b>

Amounts due from related parties comprise the immediate parent company £77,338k (2023: £126,938k), subsidiary undertakings £744k (2023: £744k) and fellow subsidiary undertakings £102k (2023: £324k). The amount due from the immediate parent company bears interest at UK Base rate + 2%, whilst the other balances remain interest-free. None of the balances are secured or have a fixed date of repayment, but all are repayable on demand.

	Note	2024 £000	2023 £000
<b>Due after more than one year:</b>			
Contract retentions due		6,648	9,057
Joint-ownership properties (including revaluation loss £10k (2023: revaluation loss £52k))		512	522
Deferred tax assets	11	7,197	11,029
		<b>14,357</b>	<b>20,608</b>

Joint-ownership properties are Financial assets, valued at the Balance sheet date using quoted price indices.

**18. Cash and cash equivalents**

	2024 £000	2023 £000
Cash at bank	143,537	100,840

Cash at bank includes £27,313k (2023: £24,419k) in respect of jointly-controlled operations. The Company had no cash at bank held under terms which are restrictive (2023: £Nil).



**19. Creditors**

	Note	2024 £000	2023 £000
<b>Amounts falling due within one year:</b>			
Finance leases	22	1,949	1,634
Trade creditors		62,422	55,778
Amounts payable on contracts		131,918	170,062
Contract retentions payable		16,724	17,132
Amounts due to related parties		245	245
VAT, Social security and other taxes		29,197	23,277
Other creditors		478	573
Accruals		20,806	22,920
		<b>263,739</b>	<b>291,621</b>
<b>Amounts falling due after more than one year:</b>			
Finance leases	22	4,036	4,823
Contract retentions payable		8,478	13,309
		<b>12,514</b>	<b>18,132</b>

Amounts due to related parties, comprising subsidiary undertakings £239k (2023: £239k) and fellow subsidiary undertakings £6k (2023: £6k), are unsecured, interest-free, have no fixed date of repayment and are repayable on demand.

**20. Provisions for liabilities**

	Remedial Provisions £000	Onerous contract provisions £000	Total provisions £000
At 1 November 2023	13,232	12,664	25,896
Provisions utilised	(12,208)	(10,199)	(22,407)
Additional provisions	22,878	1,115	23,993
At 31 October 2024	<b>23,902</b>	<b>3,580</b>	<b>27,482</b>

Remedial provisions comprise provisions for costs expected to be incurred in respect of identified remedial works on completed contracts. Whilst the extent and likely cost of the identified remedial work are reasonably certain, the detail and timing of that work, and the associated spend, have not yet been agreed. Although such remedial work may be delayed or deferred beyond the financial year 2025, there is no certainty that it will not be carried out in that year and hence the amounts provided have not been discounted.

Onerous contract provisions comprise provisions for losses expected to be incurred through to completion of certain contracts. Although completion of those contracts may be delayed or deferred beyond the financial year 2025, there is no certainty that they will not be completed in that year and hence the amounts provided have not been discounted.



## 21. Post-retirement pension schemes and other employee benefits

### Defined benefit and defined contribution pension schemes

The Company is the principal employer for a defined benefit pension scheme providing benefits based on final pensionable pay. The assets of the scheme are held separately from those of the Company. The date of the most recent triennial actuarial valuation was 31 October 2021. The pension cost relating to the scheme is assessed in accordance with the advice of an external, qualified actuary using the projected unit method. The assumptions which have a significant effect on the results of the valuation are those relating to the rate of return on the investments and the rates of increases in salaries and pensions.

Both the pre-retirement and the post-retirement rate of return used the market-implied gilt yield curve plus 2.0%, tapering down to 0.75% by 31 October 2035.

Salary increases are assumed to be in line with deferred revaluation increases, as the future salary increase assumption is lower than CPI. Statutory revaluation underpins these benefits. Pension increases are based on LPI Pension Increase curves derived from RPI, adjusted for the impact of the cap and floor.

The triennial actuarial valuation showed a net deficit of £151.2m, with the market value of the scheme's assets amounting to £530.9m which was sufficient to cover 78% of the benefits that had accrued to members. The scheme is closed to new entrants and there are no further accrued services costs.

The scheme is recorded within Newarthill Limited, the ultimate parent company, and full disclosure of the scheme is shown within that company's financial statements. These disclosures show the scheme to have a net deficit at 31 October 2024 of £44.4m (2023: £45.8m) attributable to Newarthill Limited before deducting deferred tax. The scheme is shared between the Newarthill Limited group and the Renewable Energy Systems (Holdings) Limited group, a company under common ownership. The total pension deficit has been split between Newarthill Limited (90%) and Renewable Energy Systems (Holdings) Limited (10%), based on a developed policy which is used as the basis for allocation of the deficit repayments.

In addition to the defined benefit scheme, the Company operates two defined contribution pension schemes where employee contributions are matched by contributions from the Company. The pension cost charge for the year for these defined contribution pension schemes represents contributions payable to the schemes and amounted to £7,743k (2023: £8,092k). Of which contributions of £85k (2023: 90k) comprising both employee and employer contributions were outstanding at the year end.

### Unregulated unfunded pension savings plan

The Company operates an unregulated, unfunded pension savings plan, for eligible senior employees who are members of neither the defined benefit scheme nor a defined contribution pension scheme. Contributions to the plan, at 6% of pensionable salary, are accrued by the Company, and the accrued balance is adjusted annually for inflation. The charge for the year for this plan amounted to £165k (2023: £171k), and the accrued balance at 31 October 2024 was £1,326k (2023: £1,282k).

### Post-retirement medical scheme

The Company provides unfunded medical insurance benefits for a number of its employees after their retirement.

The date of the most recent actuarial valuation was 31 October 2024. The valuation was carried out by a third-party actuarial company. The amounts recognised in the Balance sheet are as follows:

	2024 £000	2023 £000
Present value of scheme obligation	3,213	3,661
Deferred tax asset	(804)	(915)
	<b>2,409</b>	<b>2,746</b>

Changes in the Post-retirement medical scheme obligation were as follows:

	£000
Present value at 1 November 2023	3,661
Interest cost	203
Actuarial gain on liabilities	(455)
Employer contributions	(196)
Present value at 31 October 2024	<b>3,213</b>



The principal actuarial assumptions at the Balance sheet date are as follows:

	<b>2024</b> %	<b>2023</b> %
Discount rate	<b>5.35</b>	5.70
Medical expenses inflation	<b>10.75</b>	9.75

## 22. Obligations under leases

### Finance leases

Finance leases relate to the purchase of heavy plant and machinery used in the Company's construction activities, including cranes, which are classified as plant and equipment within Note 12. There are no contingent rental or renewal clauses in these leases.

The total of future minimum finance lease payments is as follows:

	<b>2024</b> £000	<b>2023</b> £000
Within one year	<b>1,949</b>	1,634
After one year but not later than five years	<b>4,036</b>	4,823
	<b>5,985</b>	6,457

Additional finance leases comprised £84k proceeds from sale and leaseback of plant and equipment (2023: £3,833k) and £1,214k re new assets acquired (2023: £1,461k).

### Operating leases

The total of future minimum operating lease payments is as follows:

	<b>2024</b> £000	<b>2023</b> £000
Within one year	<b>3,570</b>	3,810
After one year but not later than five years	<b>7,325</b>	9,841
After five years	<b>5,238</b>	6,587
	<b>16,133</b>	20,238

The amount of non-cancellable operating lease payments recognised as an expense during the year was £9,771k (2023: £13,285k), comprising land and buildings £4,386k (2023: £4,047k) and plant and machinery £5,385k (2023: £9,238k).

Total minimum operating lease payments include £11,250k (2023: £12,500k) in respect of a freehold property sold by the Company during the prior year and leased back.



**23. Called up share capital****Allotted, called up and fully-paid shares**

	<b>2024</b>		<b>2023</b>	
	<b>No. 000</b>	<b>£000</b>	<b>No. 000</b>	<b>£000</b>
Ordinary shares of £1 each	<b>135,250</b>	<b>135,250</b>	127,750	127,750

There is a single class of ordinary shares. There are no restrictions on the distribution of dividends or the repayment of capital.

During the year, the Company's immediate parent undertaking subscribed for an additional 7.5 million £1 Ordinary shares, at cost, satisfied in cash. In the prior year, the Company's immediate parent undertaking subscribed for an additional 60 million £1 Ordinary shares, at cost, satisfied in cash.

**24. Reconciliation of operating profit/(loss) to net cash flow from operating activities**

	<b>2024 £000</b>	<b>2023 £000</b>
<b>Operating profit/(loss)</b>	<b>2,617</b>	<b>(109,933)</b>
Adjustments for:		
Research and Development Expenditure Credits timing differences	<b>(6,941)</b>	<b>(3,000)</b>
Depreciation of tangible fixed assets	<b>4,643</b>	<b>4,831</b>
Gains on disposal of tangible fixed assets	<b>(361)</b>	<b>(16,526)</b>
Amortisation of intangible fixed assets	<b>515</b>	<b>356</b>
Loss on disposal of intangible fixed assets	<b>-</b>	<b>7</b>
Decrease in stocks	<b>56</b>	<b>7</b>
Decrease in debtors	<b>56,542</b>	<b>43,116</b>
Decrease in creditors	<b>(33,028)</b>	<b>(10,027)</b>
Increase in provisions	<b>1,586</b>	<b>6,033</b>
Contributions to the Post-retirement medical scheme	<b>(196)</b>	<b>(198)</b>
<b>Net cash used in operations</b>	<b>25,433</b>	<b>(85,334)</b>
Corporation tax repaid	<b>4,044</b>	<b>3,357</b>
<b>Net cash flow from operating activities</b>	<b>29,477</b>	<b>(81,977)</b>



## 25. Net cash/(debt) reconciliation

	2023 £000	New finance leases £000	Other non-cash movements £000	Cash flows £000	2024 £000
Cash at bank	100,840	-	-	42,697	143,537
Finance leases	(6,457)	(1,214)	(432)	2,118 <sup>1</sup>	(5,985)
<b>Net cash/(debt)</b>	<b>94,383</b>	<b>(1,214)</b>	<b>(432)</b>	<b>44,815</b>	<b>137,552</b>

<sup>1</sup> Sale and leaseback proceeds (£84k) - note 22, less lease repayments £2,202k.

## 26. Capital commitments

There were commitments of £3,827k at 31 October 2024 (2023: £2,892k) in respect of the acquisition of tangible fixed assets. There were no material commitments (2023: £Nil) in respect of intangible fixed assets.

## 27. Contingent liabilities

Bonds are provided in the normal course of business, providing assurance of:

- Compensation in respect of the performance of contracts;
- Monies received that would otherwise be withheld as contract retentions; and
- Client materials stored off-site.

It is impractical to estimate the financial effect, timing or probability of payments in relation to the above items.

Legal claims, actions in progress and investigations are assessed by the Board, taking account of legal advice received as to the respective likelihood of success. Provision is made for the Directors' best estimate of the potential obligation of items considered likely to succeed. No provision is made for items considered unlikely to succeed, or for items for which the potential obligation cannot be estimated with sufficient reliability.

## 28. Related party transactions

There were transactions amounting to £218,697k (2023: £223,926k) in respect of construction and other contracts on normal commercial terms with various joint arrangements, of which £1,199k (2023: £1,292k) was owing at the year end and included within debtors due in less than one year (Note 17).

There were transactions amounting to £54,613k (2023: £93,843k) in respect of construction and other contracts on normal commercial terms with entities who are related parties due to their relationship with the ultimate parent or the ultimate controlling party, of which £Nil (2023: £46k) was owing at the year end.

The related party transactions all relate to construction contracts with blue-chip clients, including Government bodies. Whilst there is no security for amounts owed, or guarantees provided, there is no history of write-offs or evidence of credit risk, and hence no provisions are required in respect of balances due.

## 29. Parent and ultimate parent undertaking

The Company's immediate parent is Sir Robert M<sup>c</sup>Alpine (Holdings) Limited, which is the smallest company that consolidates Sir Robert M<sup>c</sup>Alpine Limited and is incorporated in the United Kingdom. This company's financial statements are available upon request from Eaton Court, Maylands Avenue, Hemel Hempstead, Hertfordshire, HP2 7TR.

The ultimate parent is Newarthill Limited, which is the most senior parent entity producing publicly available financial statements and is also the largest company that consolidates Sir Robert M<sup>c</sup>Alpine Limited, is incorporated in the United Kingdom. This company's financial statements are also available upon request from Eaton Court, Maylands Avenue, Hemel Hempstead, Hertfordshire, HP2 7TR.

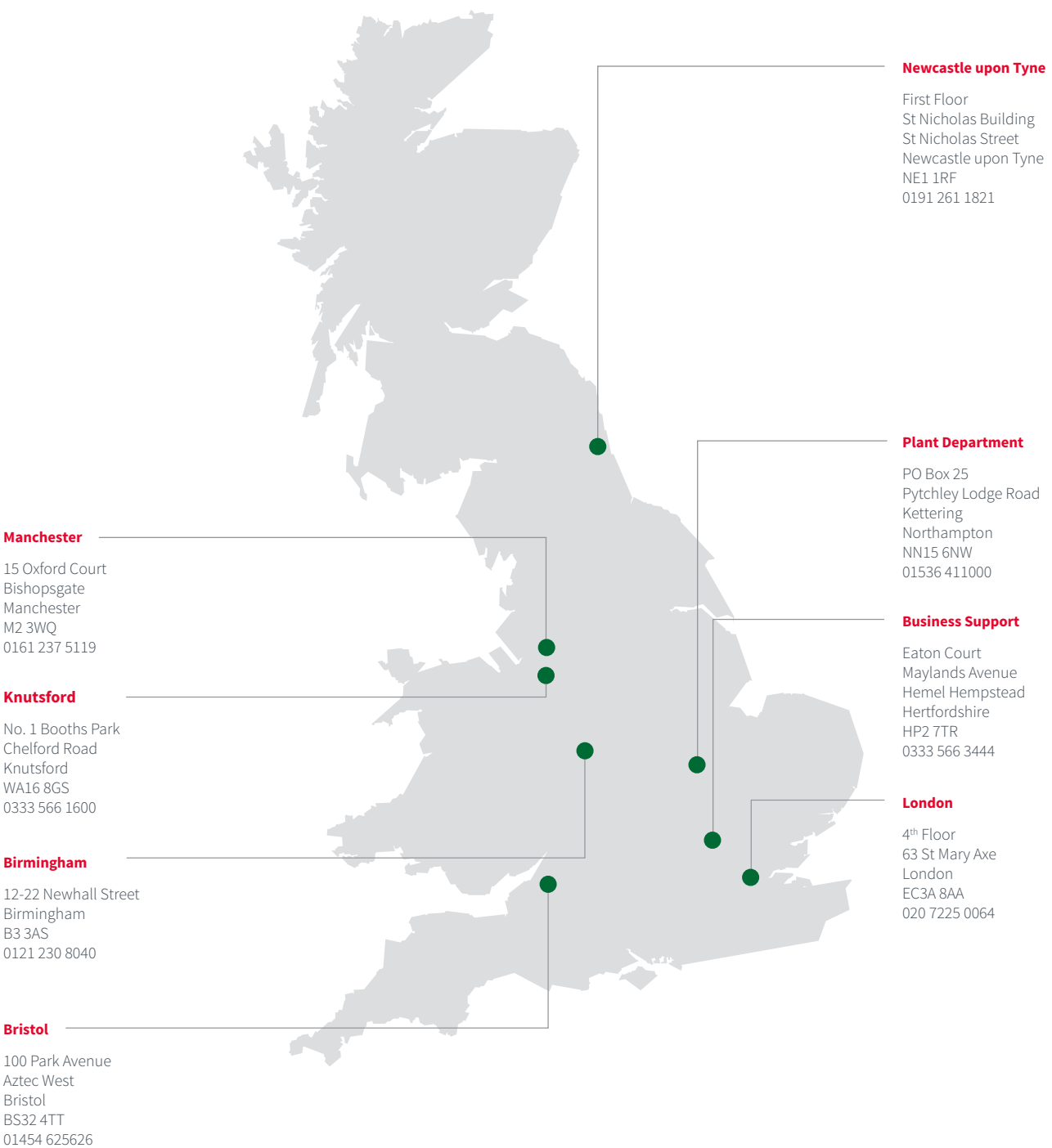
The ultimate controlling party is The M<sup>c</sup>Alpine Partnership Trust.

## 30. Post Balance sheet events

There have been no other significant events since the Balance sheet date that would require adjustment of, or disclosure in these financial statements.



# Our offices





# Proudly building Britain's future heritage

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