

# Quality reputation



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## Construction strategy

- Provide construction and facilities management services to high growth industry sectors throughout the UK and for key customers in selected overseas markets

## Construction key performance indicators

	2007
Operating margin*	0.6%
Order book	£1,194m
Customer satisfaction	88%
Health and safety (incident rate per 1,000 employees and subcontractors)	6.8

## Construction growth opportunities

- Secure repeat business by building strong relationships with blue chip clients
- Continue to grow our facilities management business

## Performance

Revenue increased by 10.7% in 2007 to £609.3 million (2006: £550.6 million), delivering an operating profit\* of £3.5 million (2006: £9.6 million). This fall is primarily due to the losses on a small number of road construction contracts in Ghana. We have no further similar contracts. The UK business delivered a strong performance, recording an operating profit of £17.8 million (2006: £6.8 million).

The year end order book stood at £1.19 billion (2006: £1.17 billion), reflecting a steady flow of contract awards in our chosen sectors. In particular, our facilities management operations have secured a number of new contracts from blue chip customers.

## Going forward

Our strong forward order book gives us confidence in our abilities to grow profits in 2008.

\* Profit on ordinary activities before finance costs, exceptional items and amortisation of brands.