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Introduction

A Review of the Year By Adam Knaggs



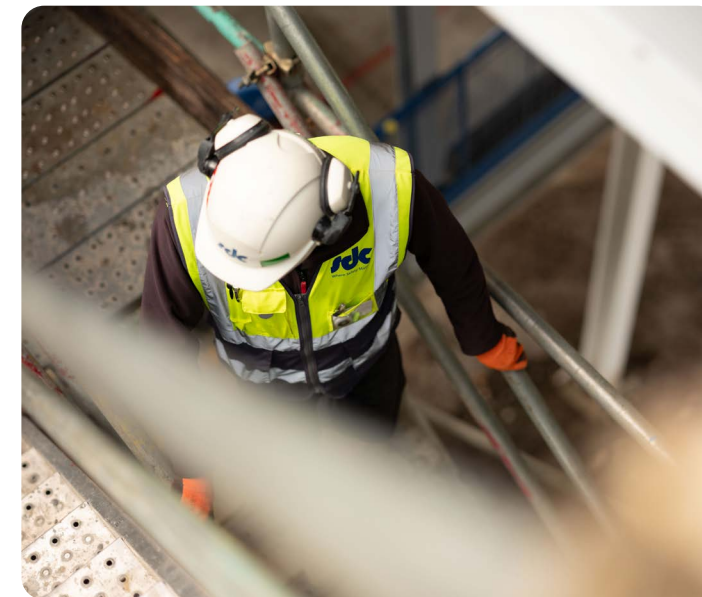
One of the things that continues to surprise - and in many ways impress- the Board of Directors is how swiftly and effectively information travels throughout SDC. News, updates and even speculation can circulate quickly among our teams. While not every detail that spreads is always completely accurate, it often leads us to assume that most people have a solid understanding of how the business is performing. In reality, that may not always be the case.

This assumption becomes even more uncertain when we consider how many of you have joined SDC in recent years. As with any growing organisation, newcomers are often still getting to grips with how we operate, what sets us apart from other companies, and the core values that underpin everything we do. With this in mind, we have created this business review to serve as a refresh and update for our long-standing colleagues and to offer guidance and insight to those who are newer to the SDC family. Moving forward, we plan to alternate between sharing these business reviews and hosting seminars to keep everyone informed and aligned.

We're pleased to report that SDC is performing well. While the current market presents challenges, particularly with fewer tenders from new clients, our solid reputation and loyal client base are helping maintain a consistent flow of work. This foundation has been built over many years, and it's thanks to your dedication and hard work that we can rely on it during uncertain times.

We continue to receive encouraging feedback from clients and partners, which reaffirms our belief that we're moving in the right direction. We remain committed to operating with integrity, transparency and a genuine desire to contribute positively to our clients' success. In return, we hope that our clients recognise this commitment and respond with trust, fairness and ongoing collaboration.

From our side, we are fully committed to delivering a standard of quality that exceeds typical industry expectations. We strive to provide a final product that is not only functional and high calibre but also delivered safely, without compromising the well-being of any member of our team. Health and safety remain non-negotiable priorities. Similarly, when we commit to project timelines, we view those commitments with pride and accountability. When unforeseen challenges arise, we must communicate clearly, honestly and promptly with our clients, keeping them informed every step of the way.



At SDC, long-term relationships matter deeply. They are not merely a by-product of doing good work; they are something we actively invest in and fight to preserve. We want to be more than just another contractor and aim to be seen as true partners in the building process. Our goal is that each client, on completing a project with us, feels that what they received surpassed expectations and that choosing SDC was the right decision.

Within this document, you'll find an overview of our current financial standing, highlights from completed and ongoing projects and further details about how our company structure operates. In particular, we've included a section explaining our Employee Benefit Trust (EBT) model.

Unlike many other companies, we do not have external shareholders. This is a defining feature of SDC, allowing us to reinvest in the company and share profits among our employees. It's a structure we're proud of and one that reflects our values of fairness, teamwork and mutual success.

If, while reading through this document, you find that something hasn't been covered or you have any questions, please don't hesitate to contact our Marketing Team. They'll be happy to assist you.

Finally, on behalf of the entire Board, I want to extend my heartfelt thanks to each and every one of you. Your hard work, dedication and belief in what we're building together are what make SDC truly special.



Adam Knaggs

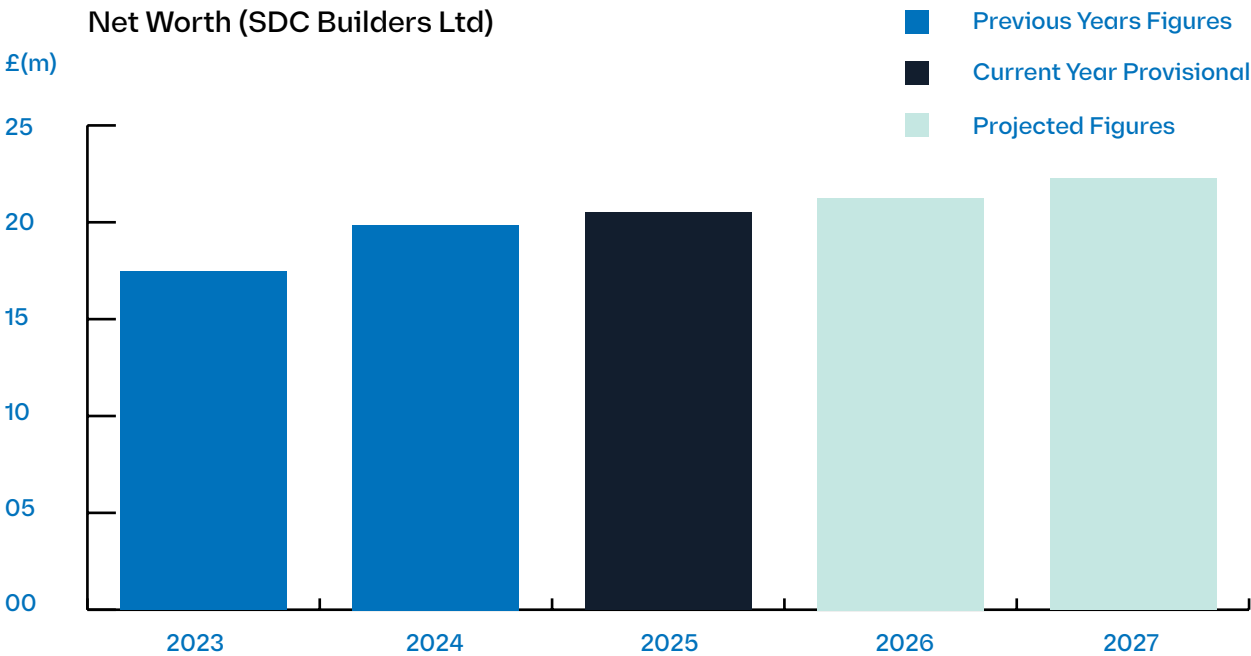
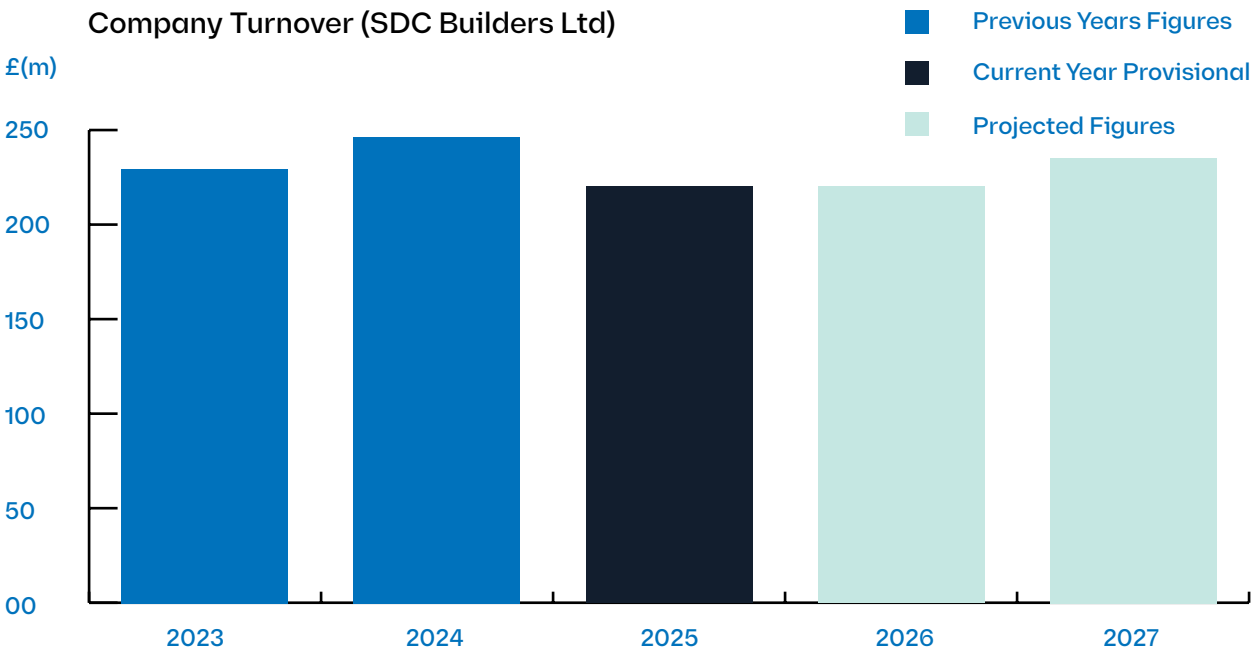
Managing Director

Financial Information

Company Performance

We operate the business in accordance with a five-year strategic plan. Within the current plan, two years have already been completed, with two remaining beyond the current year. While trading over the past two years has been more than satisfactory, the present market landscape has led to a degree of hesitation among some of our clients in committing to new projects. Consequently, we approach the current year with a degree of caution.

Represented below are the achievements and plans for financial years 2022-2027.



As a company, we maintain cash reserves, which have historically generated a steady stream of interest income. Our financial projections prudently factor in the possibility of declining interest rates, which are anticipated to result in a corresponding reduction in income from this source.

We do not carry any debt, and we exercise caution in our financial management, ensuring that we do not rely on borrowed funds, despite the strength of our cash position.

Looking ahead, we are committed to investing strategically to support long-term growth and to generate additional income from those investments. We are also focused on acquiring and retaining ownership of key commodities and assets that enable us to manage expenditure internally, rather than directing funds to external parties. Numerous items of plant and equipment have already been acquired with this objective in mind, reinforcing our intention to build long-term value and operational efficiency.

Dun & Bradstreet Report

Dun & Bradstreet (D&B) is a global company that provides business financial intelligence and analytics, including business credit reports. These bi-annual reports provide insights into a company's financial health, creditworthiness, and risk profile, helping businesses make informed decisions about potential partners and customers. SDC's April 2025 report below demonstrates that we are a minimum risk company with an extremely low chance of failure in the next 12 months.

4A1

D&B Rating

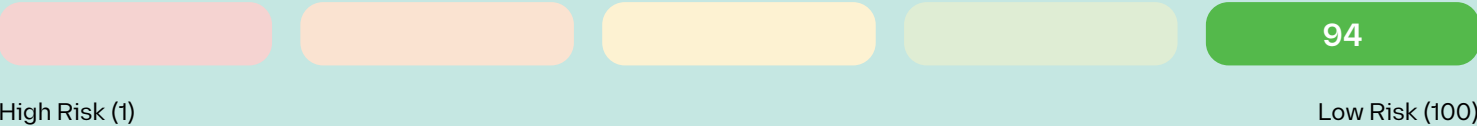
A D&B rating of '4A1' indicates a company with a 'Financial Strength' of 4A (meaning a net worth between £15,000,000 and £34,999,999) and a 'Risk Indicator' of 1 (indicating minimal risk).

Failure Probability

Probability of failure over the next 12 months. 99.92% of businesses will fail before SDC.

0.08%

Failure Score



D&B Paydex



SDC pays its bills on time. There is a low risk of our suppliers being paid late.

About the EBT

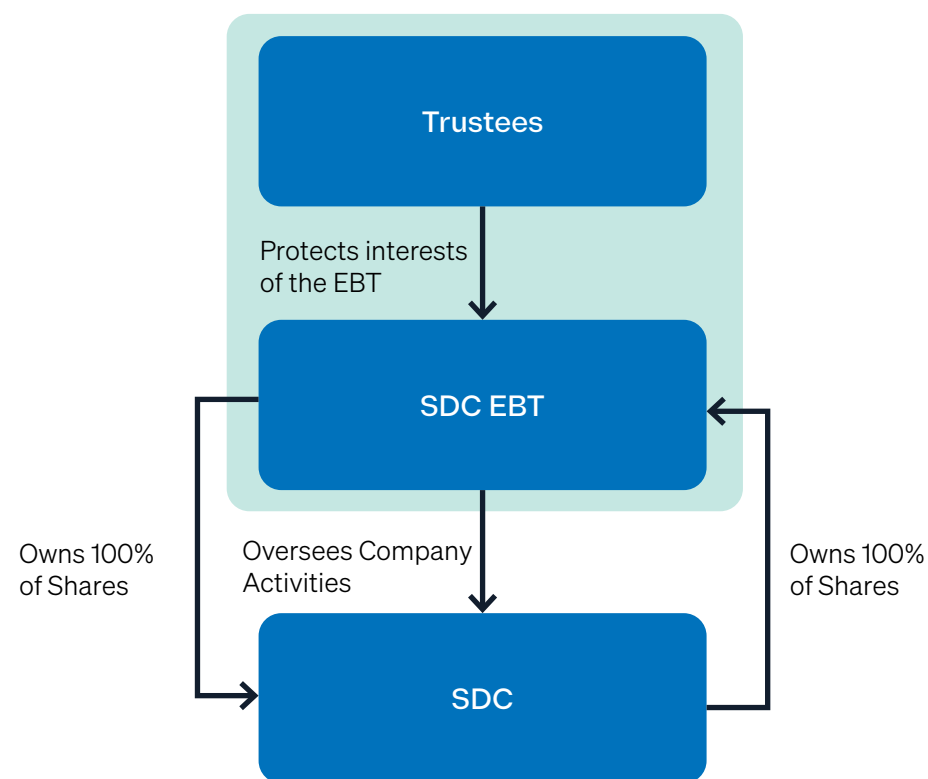
SDC Employee Benefit Trust

The SDC Employee Benefit Trust (EBT) has always been guided by a clear long-term vision, that its structure will ensure that a board of trustees oversees the group companies in a manner similar to that of a major shareholder in any traditional company.

The most practical source of future SDC trustees will be retiring members of the Board, as they possess extensive knowledge of the company and a deep understanding of its values and expectations. Trustees will not be employees of the company, nor will they benefit from the EBT bonus. Their role will be to act solely in the best interests of the group, without any vested financial interest.

At present, the EBT has four Trustees: Francis Shiner, Martin Lowndes, Adam Knaggs, and Gary Wykes. Francis and Martin now chair trustee meetings, where they are briefed on both company performance and strategic intentions. Their involvement enables them to provide guidance to the Board, ensuring that decisions align with the best interests of the EBT and its employees.

The EBT can be best described as a relationship between the corporate organisation and its qualifying members. The SDC Trustees and Directors of the company want its members to experience something distinctly different from what they would within a traditional structure. Those feelings are borne from being treated in a different way than those within traditional structures.



The EBT Bonus

Traditionally, a company's shareholders receive its profits through dividends. However, as we do not have any shareholders, the only available distribution is to our employees. The payment amount ranges between 0% and 5%.

We have experienced several successful years, allowing us to reward our employees with the higher figure. Notably, the first £3,600 of this payment is tax-free. However, it remains uncertain whether the current government will maintain this tax-free allowance in the future.

Other Employee Benefits Provided by the EBT:

The EBT offers a range of additional employee benefits which aim to enhance staff wellbeing and engagement. These include employer pension contributions, private health care after two years of service, and company car schemes for those who need it for their role. Socially, employees have opportunities to attend matches and events at Bedford Rugby Club, can enter a ballot for tickets to attend events at Wembley Stadium, as well as take part in staff days at Formula Ford Racing events.

Other ongoing benefits include a monthly prize draw, giving employees the chance to win a variety of rewards throughout the year. Long service awards are also in place to recognise and celebrate employee loyalty. Each year, SDC select a charity to support, reflecting our commitment to giving back to the local community. In addition, SDC offers strong company security and is committed to maintain a continuous company ethos with no risk of external buy outs, providing long-term stability and a sense of shared purpose for all employees

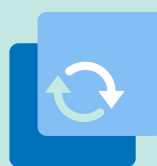


Key Differences Between the EBT and a Traditional Company:



No External Owners

The company is managed for the benefit of employees rather than external shareholders.



Profit Reinvestment

Earnings are typically used to strengthen and grow the company.



No Risk of Company Sale

The structure prevents the business from being sold for external profit.



Long-term Stability

The EBT model fosters a secure and sustainable future for the business.

Community Engagement

Corporate Social Responsibility

As part of the EBT, a Community Fund was established in 2015 to support local causes in the areas where SDC operates. Over the past year, our employees have been actively engaged in supporting the communities in which we live and work, raising funds for local charities, and enhancing educational opportunities for young people to learn about the construction industry.



Charity Highlights

In 2024, SDC proudly supported a variety of charitable initiatives. Our team from The Optic site – Matt Shiner, Marc Huggins, Steve Capon, Alex Tucker, Natasha Davis, and Lynn Summerfield (British Land) – took part in the Chariots of Fire relay race through Cambridge city centre, raising funds for MAGPAS. The event featured a two-mile course through University colleges, with each runner completing a lap before handing over the baton.

Staff also continued their generous support for Bedford Foodbank, donating items monthly, with an additional £1,550 raised from selling old IT equipment and phones.

In October, Histopathology's Rob Blyth and Michael Daniels organised a Halloween "goody drop" at Addenbrooke's Children's Ward, dressing up and distributing sweets and stickers. The initiative raised £1,200, which was donated to Addenbrooke's Charitable Trust.

Educational Outreach

At SDC, we're committed to inspiring the next generation through engaging school outreach across our sites.

In June, our team at The Optic visited Fulbourn Primary School for a Year 5 and 6 Careers Day. Pupils were challenged to design a £15 million waterpark, working in teams to produce a mini tender within an hour. After presenting their ideas, they reflected on teamwork and problem-solving. The top three tenders won prizes, and the winning design was rendered by SDC's 3D Design Department.

In February, Fulbourn pupils visited The Optic site, where they toured the project, explored logistics planning, and took part in a fun STEM activity—building towers to hold as many chocolate coins as possible.

At the Whittle Lab site in November, we welcomed Year 7 pupils from North Cambridge Academy. The visit included a site tour, project overview, and teamwork challenge to encourage collaboration and communication.

At Univ North in Oxford, nearly 100 nursery children from Kids Planet visited a specially set-up area with sandpits, toy diggers, and refreshments. They met the SDC team and viewed our tower crane 'Sparkle' from a safe platform.

These experiences offer young people an exciting glimpse into the world of construction.



Charity Partner

We are pleased to announce that the Board has chosen to partner with Age UK Bedfordshire as our designated charity for the upcoming year. Working closely with the charity, this initiative is being led by Tony Carrea and Limegrove Supplies. Each year, SDC will select a different charity to focus on, allowing us to streamline our fundraising efforts. Nonetheless, our commitment to supporting our long-standing charitable partners remains unchanged.

Age UK Bedfordshire is a fully independent charity, governed by its own Board of Trustees and operated by a small, dedicated team based at their Bromham Road office in Bedford. The organisation provides both free and chargeable services to older residents across the county, enabling them to live independently in clean, safe homes for as long as they choose.

While Age UK Bedfordshire does receive annual funding through Service Level Agreements with local councils, this amounts to less than £1 per week for each elderly person they assist. The charity receives no additional funding from the national government.

Over the coming year, there will be opportunities for staff to contribute to this worthy cause, both through donations and volunteering. Additionally, proceeds from ticket sales and other event-related fundraising efforts will be directed to support Age UK. We hope you'll join us in championing this valuable initiative and making a difference in the lives of older people in our community.



Focus on Engagement

One of the most significant successes in SDC projects for 2024 has been the marked improvement in engagement with health and safety. This renewed focus has elevated the profile of health and safety (H&S) across all aspects of project delivery, creating a stronger, more proactive and collaborative culture of safety.

Building on lessons learnt from 2023, the Board Directors and BPS Director made a clear commitment to strengthening health and safety performance in 2024 – and we’re proud to share that this has been successful. Thanks to the dedication and collaboration of all involved, we saw a notable reduction of RIDDOR incidents in 2024.

How Was This Achieved?

Board of Directors H&S Tours

Each Board Director, together with the BPS Director, conducted an H&S tour on a project they were not directly responsible for. Every director found the tours valuable, as they facilitated on-site communication and provided insight into different H&S initiatives in action.



Active Board Involvement



Clear Communication



Subcontractor Engagement



Highly Trained BPS Team

Project Leads H&S Meetings

We invited all Project Leads—including Project Directors, Contract Managers, and Project Managers—to participate in H&S meetings. These meetings were highly engaging and provided an opportunity for everyone to contribute their perspectives on H&S matters.

Site Managers' Seminars

Following discussions in the Project Leads H&S meetings, we agreed to introduce Site Managers' Seminars in 2024. These seminars were designed to communicate key H&S topics to Construction Managers, Site Managers, Assistant Site Managers, Trainees, Design Managers, and Commercial Managers. The seminars were held in multiple locations, and we observed a strong “buy-in” mentality from all participants.

BPS Team Engagement

Over the years, we have worked diligently to establish a long-serving and stable BPS team to support all areas of the business. Maintaining a consistent team fosters stronger engagement on-site, as relationships develop over time.

- The majority of the BPS Team has been with the company for over five years, while the BPS Director has been with SDC for nearly a decade.
- In February 2024, we welcomed Nic Petruzzello, who quickly progressed to Senior BPS Advisor by the end of the year.
- We also welcomed back Jess Prinelle, Senior BPS Advisor, following a brief absence from the company.



Supply Chain Engagement

Lee Brain, Health, Safety & Environmental Manager, has been actively engaging with our supply chain regarding H&S matters. He has introduced pre-approval visits for potential new subcontractors—a new initiative that has been well received, providing subcontractors with a valuable platform to communicate directly with SDC.



Compliance Inspections & Stress Tests

In July 2024, Jaz Bixley transitioned into the role of Compliance Inspector and has made a significant impact across the business.

Compliance inspections have improved markedly under her leadership.

Additionally, stress tests have been introduced on projects, promoting deeper discussions among all stakeholders, with findings shared in Project Leads H&S meetings and Site Managers' Seminars. Due to their effectiveness, we have now increased compliance stress test to two per week, with full engagement from project teams.

Looking Ahead to 2025

Updated Processes & Procedures

We have implemented a fully reviewed set of processes and procedures since March 2025, developed in consultation with project teams. These updates aim to streamline H&S management on projects and provide better support for site management teams in delivering safe and successful projects.

Working at Height (WAH) Improvements

We are currently trialling the WAH Look Ahead Form to address the 1.5m to 3m height risk trend observed in previous years. The effectiveness of this initiative will be assessed in relation to non-conformance report (NCR) trends.

Enhanced Site Inductions

A two-part induction process is currently being developed to improve efficiency:

- Online Induction – Covers general SDC site rules and allows inductees to upload qualifications and other necessary documentation.
- On-Site Induction – Conducted by a site manager, involving a walkthrough of the site to explain specific site requirements.

Once fully implemented, this process should reduce the time pressures currently associated with site inductions.

The BPS Department would like to extend our sincere gratitude to everyone for their continued engagement and support in driving H&S improvements across our projects.



Defect Management

SDC has always been committed to delivering not only exceptional projects but also long-lasting client relationships. To strengthen the support we offer following project handover, we are enhancing our aftercare approach to ensure a seamless experience for our clients.

David Heard will be leading this initiative, bringing over 30 years of industry experience to his new role.

Having previously served as both a Second Stage Lead and Head of Design at SDC, David has a deep understanding of the entire project life-cycle from concept through to completion. His strong technical background, coupled with a client-focused mindset, ensures he can identify and resolve issues swiftly while maintaining the high standards our clients expect.

The main aspects of his new role will focus on:

Ensuring A Dedicated Client Liaison: A named SDC representative will remain involved after handover, ensuring clear communication and prompt support.

Proactive Issue Management: Early identification of potential defects and the implementation of practical, effective solutions to minimise any disruption to client operations.

Stronger Client Relationships: Creating a link between project delivery and our preconstruction team to help us maintain strong client partnerships and support future projects.

Collaborative Learning: Working closely with our Design and BPS team to continuously improve our processes, drawing on lessons learnt to deliver even higher standards.

Effective Resolution: Ensuring any necessary remedial work is addressed efficiently, liaising with the subcontractors involved.

By connecting our teams more closely with the client after handover, we aim to deliver an even better client experience and continue building with care, quality, and collaboration.



Marketing

Brand Refresh

As part of our continued commitment to improvement and innovation, the marketing department has been working on a series of developments over the last year. From a refreshed brand identity to improved digital tools and communication initiatives, these updates are designed to support clearer, more accessible engagement across the business.

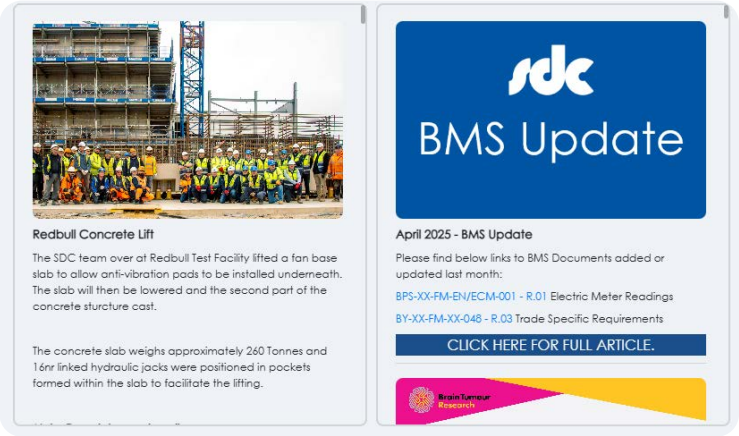
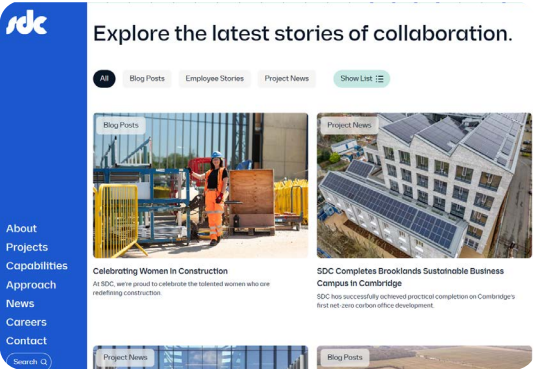
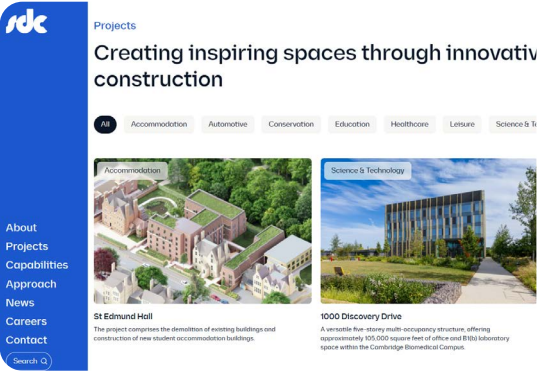
New Website & Brand Refresh

This year, we officially launched our newly designed website, a significant step in enhancing how we showcase what SDC Builders does and the value we deliver. The updated site provides a clearer, more engaging experience for our clients, supply chain partners and prospective employees looking to build a career in construction.

Alongside our website redesign, we have started to refresh our corporate identity across brochures, reports, business communications and digital platforms. Our new visual identity has been thoughtfully developed to represent both SDC's legacy and future. You'll notice subtle nods to our past projects within the design, ensuring continuity and familiarity while embracing a fresh, modern look reinforced by the SDC logo that is instantly recognisable in the areas where we operate.

As we transition to this refreshed branding, updates will be rolled out across the company over the coming months. This includes revisions to all company documents to maintain consistency across every touchpoint. We appreciate your patience and support as we implement these changes.

We invite you to explore our new look across our website, social media, and communications. Visit www.sdc.co.uk



360 Photography

As part of our ongoing efforts to enhance marketing and communications, we have recently expanded the use of 360-degree photography across our sites. This innovative approach is now being implemented regularly at our Mains Projects locations, providing a dynamic and immersive way to document site progress and showcase project completions. By capturing panoramic imagery, we are able to offer stakeholders a more engaging and comprehensive view of developments as they unfold.

In-House Video Production

We are increasing our in-house video production capabilities. This development supports our commitment to delivering high-quality, tailored content that serves both internal and external audiences. One key area of focus is the creation of bespoke training materials. We are currently collaborating with the BPS department to produce a series of videos designed to complement their updated two-part induction process. These videos aim to provide new site operatives with a clearer understanding of operational standards, health and safety protocols, and organisational culture.

We are exploring the integration of multilingual subtitling into our video content. This initiative reflects our inclusive approach and ensures that information is accessible to a broader audience, particularly for those whose first language is not English. By providing subtitled content in multiple languages, we aim to foster a more supportive and engaging environment for our diverse workforce.

Internal Comms

The SDC dashboard homepage features a dedicated internal communications board, where we share weekly updates with employees across the company. These messages may include announcements about upcoming competitions, celebrations of achievements, or news about our team members.

If you have something you'd like to include in an upcoming Internal Comms post, please email marketing@sdco.co.uk.



Special Projects

Continued Success

The Special Projects Department has had a fantastic year, continuing to grow and take on bigger and more exciting projects. Our team now consists of 52 professionals, including Surveyors, Contracts and Construction Managers, Estimators, Site Managers, and Site Supervisors. We also have a strong team of directly employed tradespeople and oversee the SDC Groundworks department. To boost our capabilities, we have brought in three full-time Design Managers and two full-time M&E Managers from the SDC Design and M&E teams.

This year, we have increased the value of projects we handle—now reaching up to £10 million. Our strong relationships with key clients remain as solid as ever. We have continued working closely with the University of Cambridge and top Formula 1 teams like Aston Martin and Red Bull.

On top of that, we have been busy with enabling works at the Stirling Building in Cambridge. We are also pushing forward with the use of RDrive across our projects, helping to maintain high-quality standards across all our sites.

2025 is shaping up to be just as exciting. One of our biggest wins is our ongoing partnership with Cummins, where we will be delivering our largest single job yet, valued at £4.5 million. Our relationship with them spans 22 years and 52 completed schemes, so it is fantastic to keep that momentum going.

We will also be back on site with long-time clients at Babraham B250, Cambridge Science Park Building 310, and CCL Power Upgrade. Plus, we are kicking off a brand-new relationship with Longfellow to deliver the CamLife scheme—an exciting new venture for us.

Additionally, there is the potential to take on a major project as part of SDC's growing property investment portfolio, building 11 new properties in Olney. This will be another step forward in expanding our company's footprint and expertise.



M&E Department

Expanding Our Support

Throughout the past year, our department has continued to provide comprehensive support across various functions, including pre-construction, financial oversight, technical assistance, subcontract management, commissioning, and aftercare. Our dedicated team of 18 individuals, comprising Services Project Managers, Assistants, the Commercial Team, and Preconstruction specialists, has played a pivotal role in ensuring the successful execution of our projects.

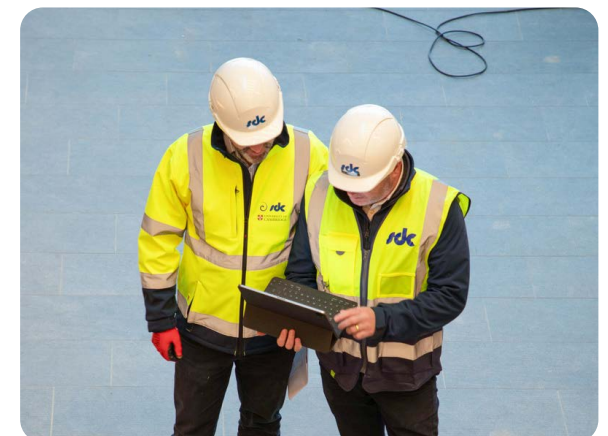
In response to an increasing demand for projects with extended and complex preconstruction periods, we have strategically expanded our preconstruction team. This enhancement has enabled us to provide a higher level of support, ensuring that projects are well-structured and effectively managed from the outset.

We remain committed to self-delivering at least one project annually. Over the 2024/2025 period, we have embarked on our first self-delivery college project in Oxford (UNIV North), and started Merlin Place, our largest self-delivery project to date. These projects underline our capability to manage and execute major undertakings independently while maintaining our high standards of quality and efficiency.

Recognising the need for a stronger regional footprint, we have expanded our project management team in Oxford. This strategic move allows us to better support ongoing and future projects while reinforcing our position within the region.

Sustainability remains a core focus of our operations. We have successfully completed the MEP management for the company's first net zero carbon project, Lockton House, demonstrating our commitment to delivering environmentally responsible solutions. Furthermore, we continue to integrate sustainability considerations into the pre-construction phase, working closely with the sustainability team to inform design decisions and promote sustainable project outcomes.

As special projects continue to evolve in complexity, the significance of MEP aspects and their associated risks have become increasingly apparent. To address these challenges, we have strengthened our department by adding key personnel, with further expansion planned for 2025. This investment in resources will enhance our ability to support complex projects and mitigate potential risks effectively.



Design Department

Continuing to Grow

It has been a busy and productive year for the Design Department. Our team has grown to 35 talented professionals, covering everything from Architecture and Engineering to BIM, O&M, and Sustainability. We have welcomed a new Assistant Design Coordinator, James Pottinger.

Our most valuable tool, the Consultant Dashboard, has been going strong for nearly three years now. It continues to evolve, making it easier to track consultant data, company portfolios, personnel CVs, insurance records, and much more. The Consultant Review Process within the dashboard is proving to be a great asset, providing valuable insights to help guide our strategic decisions.

Training and development remain a key focus. We have held monthly CPD sessions on key industry topics like fire safety, Passivhaus CLT, and engineered timber systems, all of which are recorded and available via the Dashboard. Alongside this, our team has kept up with mandatory training through iHasco, ensuring we stay compliant with industry standards.

Process improvements have been another significant priority this year. We have updated key Business Management System (BMS) documents, refining the Design Responsibilities Matrix, Consultant Appointment Processes, and Service Schedules. These updates ensure we're aligned with the latest regulations and best practices.



Looking ahead to 2025, we are aiming to enhance project feedback, closely monitor the BSA process, and hold regular progress meetings with senior department members. We also are on track to complete our planned recruitment.

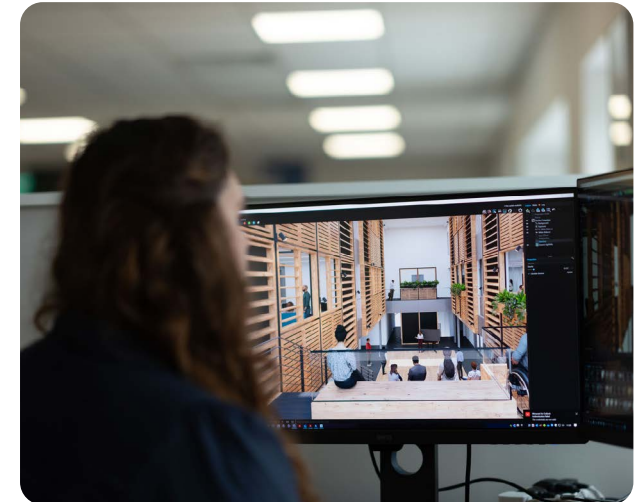
Planning Department

3D, CAD & BIM

In recent years, SDC's Planning Department has increased in numbers, reflecting our commitment to delivering projects with greater accuracy, efficiency and client focus. This growth enables the team to devote more attention to live projects, a need driven by the increasing adoption of the NEC form of contract across our projects.

This investment has also enhanced our ability to support clients through the pre-construction phase. By formalising build strategies and developing construction programmes, the planning team ensures clarity and confidence from the outset. A key part of this success is the close collaboration with the 3D Department, which makes communication with stakeholders clearer and more engaging.

Our construction programming function remains integral to site delivery – helping teams stay on track and communicate progress clearly with the wider project group. Looking ahead, the department is expanding further, with recruitment currently underway for a new trainee to join the team.



Employee Spotlight

Congratulations to Donna Lawton on her well-earned promotion to Senior Planner. Donna joined SDC in 2007 and was the first female to complete SDC's full Management Trainee Programme, gaining experience across multiple roles—including site manager. Her determination, strong interpersonal skills and positive approach has made her an invaluable asset on some of our most challenging projects. This promotion is a testament to her hard work. Well done, Donna!

3D Department

The 3D Department continues to be a cornerstone of innovation at SDC, transforming complex technical data into clear, compelling visual imagery. These high-quality 3D models allow clients and stakeholders to clearly understand sequencing, constraints, and outcomes and are an essential component across all stages of a project.

On more complex sites, 3D animations, walkthroughs and phasing visuals bring clarity to logistics and phasing plans. The team also plays a growing role in design support, bridging gaps when consultant information is delayed, and ensuring buildability through technical detailing and drawing production.

Our 3D printing capabilities allow for the rapid production of prototype parts or physical models to aid on-site problem-solving and design reviews.

Drone imagery is also integral to the 3D Department and our drone-captured pre-site surveys minimise the need for costly scaffold access and accelerate the information-gathering process. Additionally, monthly aerial photos and videos track site progress and provide valuable records for marketing materials and project documentation.

Mental Health & Diversity

Diverse Minds, Shared Well-being

Mental Health

In 2019, a study by the Chartered Institute of Building (CIOB) revealed alarming figures about mental health in the construction industry: 70% of respondents reported experiencing depression in the previous year, and 26% had experienced suicidal thoughts. A year later, the Office for National Statistics reported that construction workers face one of the highest suicide risks in the UK—3.7 times higher than the national average.

At SDC, we believe our people are our most valuable asset. As such, the mental health and wellbeing of our team are fundamental to our long-term success and sustainability.

To help create a supportive and stigma-free workplace culture, all SDC employees undergo Mental Health Awareness training. We also provide a confidential support system for any staff member facing mental health challenges. Our trained Mental Health First Aiders offer non-judgemental support, maintain regular contact and help guide individuals toward appropriate external resources.

Where specialist help is needed, we arrange and fund external counselling. Support is also extended to employees’ families, including access to useful websites, charities and where appropriate, counselling services.

30+

Mental Health Seminars

5

Mental Health First Aiders

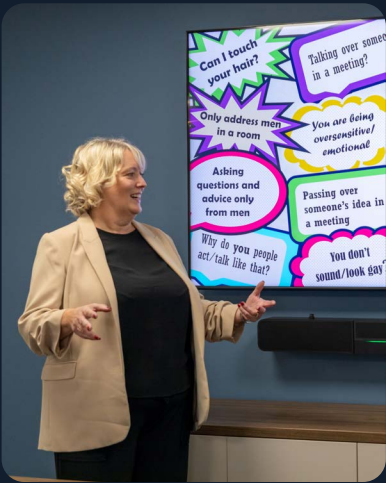
£9,000

Raised for Mental Health Charities

F1 Sim Tour

SDC owns an F1 racing car simulator, which tours our sites annually to raise both awareness of mental health and funds for the mental health charity, MIND. The May 2024 tour raised over £3,700, bringing the total raised since the initiative began to £9,072.

The tour is accompanied by SDC Mental Health First Aiders, offering a valuable opportunity to engage with our supply chain on mental health issues. This initiative encourages open conversations about mental health within the wider construction community and connects individuals with external support and resources.



Diversity, Equality & Inclusion

Promoting a culture of inclusion is a cornerstone of SDC’s values. Led by Jacquie Silverton, our Equality, Diversity and Inclusion Manager, we are committed to embedding inclusive practices across the organisation. Jacquie holds the CMI Level 7 Award in Strategic Approaches to Equality, Diversity & Inclusion, which supports the evaluation of structural inequality and drives strategic change.

SDC recognise that a diverse workforce not only enriches our culture but reflects the environment in which we operate. A diverse and inclusive workplace allows everyone to feel that they are valued, their contribution matters and that they are supported to work effectively together.

To reinforce this commitment, we deliver Equality & Diversity seminars that address unconscious bias, encourage courageous conversations and foster a sense of belonging among all employees.

Our inclusive approach enhances creativity, strengthens decision-making and ultimately enables us to deliver better outcomes for our clients.

Womens Forum

In 2023, SDC launched a feedback initiative specifically for female employees to better understand their experiences and identify opportunities for improvement. Following the questionnaire, a dedicated meeting was held to discuss the feedback and establish a Women’s Forum focus group tasked with implementing meaningful changes. As a result, the following initiatives have been introduced:

- A dedicated Menopause Policy to support affected staff.
- Two employees trained as menopause counsellors to offer peer support.
- An enhanced maternity and paternity policy that is inclusive of all family structures, including adoption, same-sex couples and surrogacy.

These changes reflect our ongoing commitment to equity and support across all stages of life and work.

Sustainability

The Team, Reports & Initiatives

In-House Expertise - Sustainability Leads

Jonathan Richardson is the Board Director responsible for sustainability at SDC. As an M&E specialist, his transition to overseeing this aspect of the business came naturally. He oversees a team whose specialist knowledge is pivotal to guiding the company towards its sustainability goals.

Ian Riley-Brown is SDC’s Sustainability Manager. Having joined SDC in 1996 as a Senior Quantity Surveyor, he has since held key leadership roles, including overseeing projects valued up to £30m, and managing pre-construction from 2019 to 2023. In 2024, he was appointed Sustainability Manager, where he now spearheads initiatives to improve energy efficiency, reduce waste, and enhance environmental performance across SDC’s fleet, plant, and supply chain. Ian plays a pivotal role in driving SDC’s commitment to advancing sustainability practices and achieving its carbon reduction goals.

Stacey Baker is SDC’s Sustainability Coordinator. She joined SDC in August 2020, taking responsibility for managing sustainability requirements across all projects, particularly those aiming to achieve BREEAM, WELL, or LEED certifications. Collaborating closely with the Design and SHEQ teams, Stacey’s role is vital in shaping and delivering SDC’s sustainability agenda, actively leading initiatives to lower carbon emissions.



Annual Sustainability Reports

Our annual Sustainability Report was launched to offer a comprehensive account of our sustainability performance and the measures we are adopting to achieve our goals. These efforts encompass environmental, social, and governance (ESG) factors, ensuring that sustainability is at the core of our culture and values.

Intensity Metric	2023-2024	Baseline		
	tCO2e	tCO2e	Reduction	% Reduction
Revenue (tCO2e/£1m)	13.55	16.22	2.67	16
Employees (tCO2e/employee)	8.43	10.07	1.64	16

Certified Carbon Neutral

We are pleased to share that SDC have attained CarbonNeutral Company certification for the period of 1st October 2022 – 30th September 2023. To achieve carbon neutrality, our objective is to reduce emissions in the first instance, and then offset any remaining emissions. For the 2022-23 period, we purchased 3,715 total credits.

In selecting suitable projects for carbon offsetting SDC wanted to purchase carbon credits from UK based woodland projects. This, however, has not been possible as there are no Woodland Carbon Units available. Consequently, SDC are going to create their own woodland scheme to be registered with the woodland carbon code for future offsetting, with the project planting anticipated to be complete in the first quarter of 2025.

Instead, SDC has partnered with an industry recognised carbon offsetting specialist that has enabled us to identify four separate avoidance and removal projects. These projects also provide wider benefits for local communities in alignment with the United Nations’ Sustainability Development Goals. In selecting our projects for carbon offsetting it was important that we achieved a number of objectives including not just carbon reduction but also improvements to health and well-being, economic growth and biodiversity enhancement.



Therefore, projects were selected which make a tangible difference to people’s lives through cleaner water and cooking, as well as sustainable energy production and biodiverse enhancement. Details of these projects are on the following pages.

We are committed to progressively reducing our emissions over time, while annually measuring and offsetting any residual emissions. Our overarching objective is to attain net zero emissions by 2045, while maintaining carbon neutrality on an annual basis until that target is reached

Sustainability

Woodland

SDC has purchased a piece of land where work has already begun to create a new woodland in collaboration with the Forest of Marston Vale Trust. This ambitious initiative aims to combat climate change, enhance biodiversity, and provide a tranquil recreational area for the enjoyment of employees, visitors, and the local community.



The final design, developed in collaboration with the Forest of Marston Vale, includes an orchard and a forested area, along with supporting access and parking facilities. The orchard will feature around 35 fruit trees sourced from a local supplier and is expected to yield fruit within 2–3 years. The forested area will be planted with approximately 8,750 trees at a high density of 2,500 trees per hectare to maximise carbon sequestration. The design emphasises a mixed broad leaf woodland rather than a mono cultural coniferous forest, aiming to strike a balance between environmental impact and biodiversity.

Mixed woodlands were chosen for their ecological advantages, such as improving soil quality and enhancing biological diversity. Unlike coniferous forests, which can acidify the soil and hinder micro-organism activity, broad leaf woodlands create alkaline conditions that support soil health and carbon dioxide storage. This approach not only contributes to the site’s sustainability but also provides a rich habitat for a variety of plant and animal species.

The land purchase was completed in early November 2024, and began planting with an event held on 12th March 2025. A team from SDC visited to learn more about the planting process, sustainability features, and social benefits of the woodland.

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Tree Type	No.
Cooking Apples	7
Dessert Apples	15
Pears	7
Plums & Gages	7
Broad Leaf Woodland	7,879
Total	8790

Sustainability

Site Cabins

Over the past year, we have conducted a comprehensive review of the performance of our first sustainable site setup in comparison with our traditional models. One of our modular setups was refurbished with significant enhancements to the airtightness and insulation of the fabric, thereby reducing heat loss and improving overall efficiency.

Additionally, LED lighting was installed throughout the site, and panel heaters were replaced with VRF/ Split DX units. These units are equipped with timers to prevent operation outside working hours, providing both heating and cooling.



A rainwater harvesting system was also implemented, collecting water from the accommodation roof for use in WCs. As a result of these upgrades, we have observed a substantial reduction in the energy consumption of our welfare facilities. Notably, the portable photovoltaic (PV) array installed on the modular roof is now able to power the accommodation entirely.

SDC’s advantage lies in owning its own cabins, allowing sustainability-driven modifications to be implemented seamlessly. Building on the success of our initial trial, we are currently retrofitting our fleet of cabins using surplus and recycled materials to minimise embodied carbon.

Over the past year, SDC has constructed eight brand-new modular units for site accommodation at the Hutchison Building project and is currently in the process of building twelve units for the Stirling scheme. Additionally, we have upgraded twelve existing modular units for the Cadillac site and a further ten for the Merlin Building project in Cambridge.



These cabins are manufactured at the Caxton depot in alignment with our sustainability goals. Once completed and verified to meet our sustainability targets, they are transported to SDC sites, reinforcing our commitment to environmentally responsible practices across our operations.

Sustainability

Fleet & Site Vehicles

As a construction company operating across multiple sites and offices, SDC is committed to reducing transport-related emissions. To achieve this, we have made significant investments in electrifying our car fleet and implementing measures to encourage sustainable travel among employees. SDC has continued to transition its company car fleet towards full electrification. As of the latest reporting period, 88% of our company fleet comprises electric vehicles (EVs), representing a 13% increase. This exceeds our initial target of achieving 80% fleet electrification by December 2025. Currently, 8% of our company car fleet consists of plug-in hybrid electric vehicles (PHEVs), with a target to increase this proportion to 10% by December 2025.

To reduce emissions from employee-owned vehicles used for business purposes, SDC has introduced incentives to encourage the adoption of more environmentally friendly alternatives. Recently, fourteen high-mileage grey fleet drivers transitioned to electric vehicles, leading to a predicted annual energy saving of 121,115 kWh and a greenhouse gas (GHG) emissions reduction of 25 tCO2e. Additionally, SDC actively promotes car sharing through the ‘Car Sharing Club,’ accessible via the company’s internal communications platform. This initiative aims to reduce the number of individual journeys undertaken by employees, thereby cutting overall transport emissions. Where feasible, SDC also prioritises the procurement of locally sourced materials to minimise transportation-related emissions associated with on-site operations.



Bedford Plant Fleet Improvements

As part of our ongoing commitment to sustainability and operational efficiency, Bedford Plant has completed a full upgrade of its vehicle fleet. This strategic initiative focused on replacing older, less efficient engines with the latest low-emission technology, significantly enhancing our environmental performance and aligning with industry-leading standards.

All vehicles now operating from Bedford Plant are fitted with Euro 6 engines. The updated fleet includes several new vehicles tailored to meet a wide range of operational requirements. These include a new 12-tonne flatbed lorry, a new 71-tonne HIAB lorry, a 3.5-tonne curtain sider van, a 7.5-tonne curtain sider lorry, and a 25-tonne curtain sider lorry fitted with a Moffett forklift. These modern additions replace older vehicles and reflect our investment in both sustainability and logistics capability.

In addition to engine improvements, all vehicles from Bedford Plant are now running exclusively on Hydrotreated Vegetable Oil (HVO) fuel. HVO is a renewable, paraffinic diesel alternative produced from sustainable sources such as vegetable oils and used cooking oil. It provides a drop-in replacement for conventional diesel, allowing us to significantly reduce greenhouse gas emissions while maintaining high vehicle performance and reliability. To support this transition, HVO refuelling infrastructure has been installed at both the Bedford and Caxton sites.



Future Commitments and Strategic Actions (2024-2025)

SDC remains dedicated to further enhancing sustainability in transport and reducing reliance on petrol and diesel vehicles. Key initiatives for the upcoming period include:

- **Eliminating Petrol and Diesel Cars:** By 2027, SDC aims to remove all petrol and diesel vehicles from its fleet, achieving a composition of 80% electric and 20% hybrid vehicles.
- **Vehicle Replacement Programme:** To support fleet electrification, SDC will replace 10 company vehicles with either EV or PHEV models.
- **Expansion of On-Site Renewable Energy Infrastructure:** The company will increase on-site photovoltaic (PV) installations and extend the use of generators powered by sustainable energy sources to further support operational emissions reductions.
- **Grey Fleet Emissions Reduction Strategies:** SDC will implement targeted strategies to reduce business mileage within the grey fleet, promoting more efficient and sustainable travel options for employees.

IT Updates

Available Now

SDC is pleased to announce the next phase of its digital transformation, aimed at enhancing efficiency, sustainability, and user experience. As part of this initiative, several key processes will be transitioned to fully digital systems, reducing reliance on paper-based records and streamlining operations.

From April 2025, electronic payslips, P60s, P11Ds, and mileage expenses will be introduced, marking a significant step towards a more sustainable and accessible approach to payroll and expense management. In addition, the integration of a full HR system within the company Dashboard will provide employees with greater control over personal details and access to essential documents. Alongside these improvements, further digital enhancements will be implemented in subcontractor management, health and safety procedures, and company-wide communication, ensuring a seamless and modernised workflow.



Dashboard - Personal Hub

The Personal Hub has been updated to allow employees to manage personal information, including addresses, emergency contacts, bank details, and driving licence details. A new feature has also been introduced, enabling staff to share their interests to assist with planning company events.



eDoc

The eDoc system will provide electronic access to personal account information, replacing the existing paper-based format. It will be accessible online and through apps available for Android, Apple, and Windows devices. Initial setup and authentication will be required, and individual PIN numbers will be sent by post in due course



TMC

The TMC online and app-based system will replace the current paper-based mileage tracking process for those that frequently fill in mileage forms. This will streamline the submission of mileage receipts and ensure that company-wide mileage data remains up to date, supporting carbon reduction planning and reporting.



Subcontractor Performance Reviews

Subcontractor performance reviews can now be completed via the Dashboard. This will enable the company to share information and monitor the performance of its supply chain, addressing recurring issues proactively. These reviews will also play a crucial role in the selection process for future subcontractor orders.



SDC App

The SDC App is available to all employees and currently provides access to holiday booking, absence recording, and the company address book. Over the coming months, its functionality will expand with the launch of the SDC Hub, providing access to Design Hub drawings and Health & Safety forms.

IT Updates

Coming Soon

New SDC Hub

The SDC Hub will replace the current Software Systems Document Hub, serving as a central communication portal between the company and external entities, including consultants, subcontractors, and eventually clients.

The system will launch with the existing design management system, followed by the digitisation of all subcontractor-related processes, including Sub-contract Orders, Health & Safety, Programme, Quality, Performance Reviews, and Financials. The software team is currently working on Health & Safety processes, with the following features scheduled for launch over the next six months:

- Pre-qualification Questionnaire & Renewals
- SSOW Upload & Approval
- Online Inductions
- Plant Register & Permits

Property Investments

Property Portfolio

SDC continues to expand its property investments to support financial growth and provide flexibility in accommodating and expanding business operations without reliance on external landlords.

Historically, SDC has rented and mortgaged properties to house the company. However, such arrangements often placed control in the hands of third parties whose interests did not always align with ours. Today, we own the following properties outright, free from borrowings.



▲ Limegrove House



▲ Limegrove House - Rooflight



▲ Limegrove House - Racing History



▲ SDC Oxford Office at Eynsham



▲ Limegrove House - Break-Out Space



▲ Caxton Depot



▲ Brickstone Internal



▲ Rental properties at Cottenham



▲ Brickstone

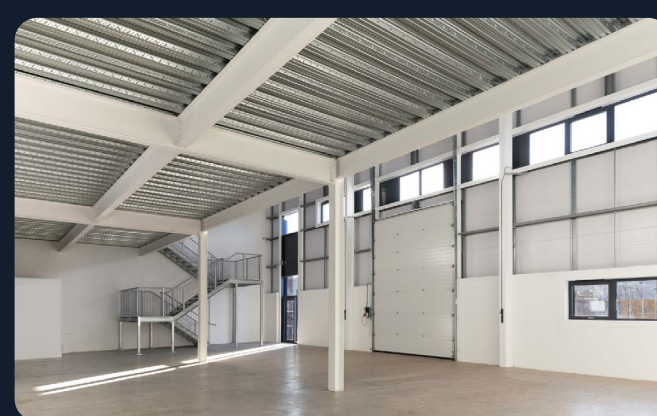
▲ NetAccess (Formerly Zoedale)



▲ SEDAC House



▲ Eynsham Development



▲ Commercial Rental spaces at Eynsham

We remain committed to expanding our portfolio where rental yields justify investment. With long-term property appreciation, we benefit from both a stable income and growing asset value.

Future Plans

Building on the success of the Eynsham units, we plan to develop similar commercial spaces at Caxton Depot. We hold valid planning permission for a range of starter units and are currently seeking approval of the reserved matters, after which construction will commence in two phases. If demand for lettings is strong, we may seek further permissions to develop additional units on the site.

This will involve demolishing disused temporary buildings on the site and replacing them with modern commercial units, incorporating electric vehicle charging facilities.

Following on from the success of our small development of residential rental properties at Cottenham, we also aim to acquire further land locally to expand our rental housing portfolio.

Projects

Completed

Completed Projects



Project Zeta Harwell

Located on the Harwell Science Campus, the Zeta development provides a mix of cutting-edge science and technology workspace. Designed as a flexible-use timber frame building, it sets new standards in sustainability and innovation. This development contributes positively to Harwell Campus’ international reputation, exceeding expectations for this style of building while fostering collaboration and scientific advancement.



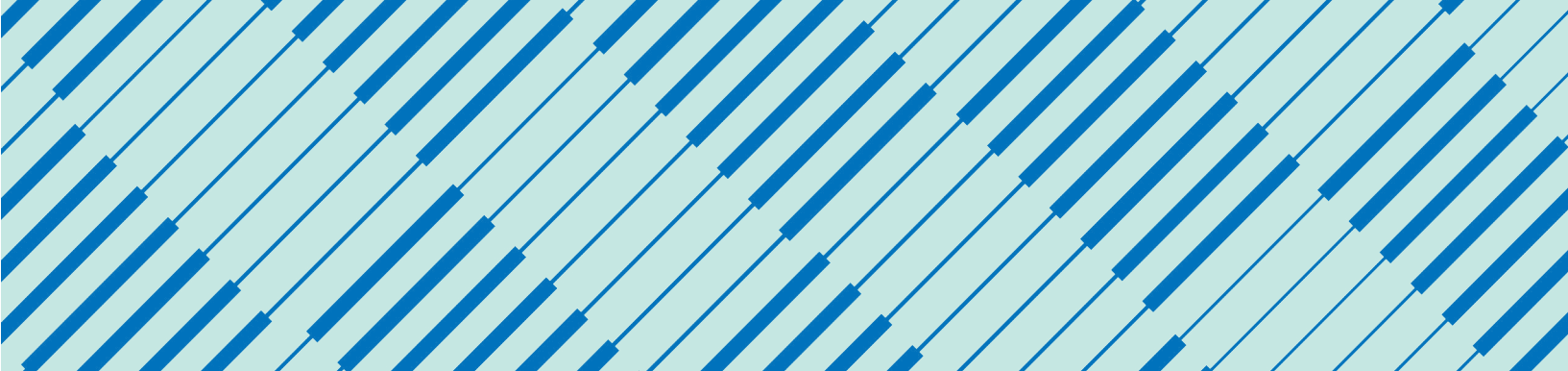
Block A3 Melbourn Science Park Melbourn

Block A3 Melbourn Science Park involved a comprehensive two-storey Category A refurbishment of an office block, transforming it into two separately tenanted spaces. The project included the removal of existing floor and ceiling finishes, along with an M&E (Mechanical and Electrical) fit-out. Key changes included removing walls to create a kitchen on the ground floor and installing two new kitchens in the building.



Culham K1 Block Refurbishment

The refurbishment of K Block at Culham Campus, home to the UK Atomic Energy Authority’s fusion energy programme, aimed to modernise the facility and improve efficiency. The outdated layout was replaced with an open-plan office design to encourage collaboration. Upgrades included new heating and cooling systems, doors, a fire alarm system, and carpeting, enhancing accessibility, communication, and overall workspace functionality.



The Optic Cambridge

The Optic, a 95,000 sq. ft office and lab space at Peterhouse Technology Park, Cambridge, developed by British Land, completes in February 2025. Designed for science and tech firms, it features sustainable elements, EV charging, and accessibility-focused design. With strong transport links and community engagement, it targets BREEAM ‘Excellent’ and enhances the Golden Triangle’s innovation ecosystem.



ELN Phase 2 Gaydon

The ELN Phase 2 project for Jaguar Land Rover involved enhancing the facility’s infrastructure, including a reception entrance with a toilet block, four test cells for JLR vendor equipment, and internal alterations to optimise space. Roofing systems and essential services like electrical, plumbing, and HVAC were integrated, ensuring operational efficiency and a seamless, professional environment.



Aston Martin Wind Tunnel Silverstone

SDC designed and built a state-of-the-art wind tunnel vehicle testing facility for a world-renowned Formula 1 client. Collaborating with specialist suppliers, SDC developed a coordinated design, considering specific installation methods and load requirements. The project included the installation of a rolling road structure, MEP provisions, and managing the model build workshop, ensuring seamless equipment transfer and minimal downtime.



Mileway Mezzanine Milton Keynes

The project involved the construction of a new mezzanine within the existing Mileway building, spanning approximately 2,400m², along with the installation of associated mechanical and electrical (M&E) services. Additionally, the scope included the construction of a ground-floor workshop shell area, designed to meet operational requirements and ensuring seamless integration with the existing structure and functionality of the facility.

JLR Midpoint Coleshill

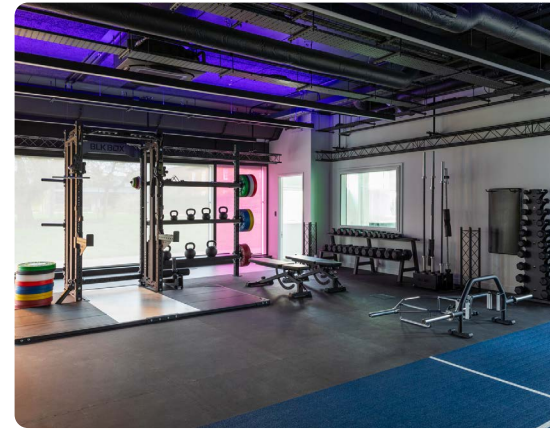
The refurbishment and reconfiguration of the aftercare parts storage facility at DC4 involved several significant changes. DHL, the previous tenants, moved to a new LOC at Solihull, and another logistics company took over operations at DC4. The facility's purpose shifted from storing aftercare parts to supplying the manufacturing line at Solihull. Works included digging out the existing concrete ramp and redoing the dock levellers to accommodate the new operational requirements.

Brickstone House Bedford

Located on Priory Business Park by Priory Marina, Brickstone House was refurbished to create a modern, dynamic office space. Upgrades included open-plan areas, meeting rooms, breakout spaces, and improved facilities. External improvements featured new steel gates and a refurbished jetty with lake views. The project was completed on time, with tenants signing a 10-year lease

Aston Martin Executive Outer Office Silverstone

The Executive office spaces were upgraded with engineered wood flooring and lowered Raised Access Floor (RAF) panels, completed overnight to ensure readiness by 7am. A wood-slatted wall was added behind the reception and in Laurence Stroll's office. The executive boardroom received new walnut doors and glazed screens, enhancing the sophistication and appeal of the workspaces.



XR Studio Milton Keynes

The XR studio project at the Open University involved refurbishing two spaces in the Jenny Lee building into cutting-edge facilities: "Motion Capture" and "Virtual Production." Equipped with advanced technologies, these studios enhance teaching and research in augmented and virtual reality. The refurbishment also included supporting facilities like offices, a recording studio, and changing rooms, ensuring a state-of-the-art learning environment.



NIAB Barn 1&2 Fitout Histon

The fit-out of Barns 1 and 2, also built by SDC, involved constructing a steel frame around existing growth chambers while maintaining daily access for client monitoring of long-term experiments. This development, including office and laboratory spaces, allows NIAB to expand its research and development facilities, supporting advancements in agricultural science.



Aston Martin Gearbox and Hydraulics Silverstone

Building 1 was reconfigured for AMR's 2026 season, creating a dedicated gearbox and hydraulics shop floor. Existing spaces were stripped out, new metal-finish partition walls installed, and non-load-bearing walls removed to optimise layout. The NDT areas expanded, and M&E upgrades were made, including new heating, cooling, electrical systems, compressed air, and local exhaust ventilation.



Curium Pharmaceutical Oxford

This refurbishment for Curium Pharmaceuticals at Oxford's Churchill Hospital, involved the installation of Cyclotron equipment, improving medical and radiopharmaceutical capabilities. The scope included asbestos surveying, blockwork, and upgrades to mechanical and electrical systems. Radiation shielding, hygienic doors, epoxy flooring, specialised furniture, and polyethylene shielding were also installed. External landscaping enhanced the facility.



Future Development Centre Brixworth

The Mercedes-Benz HPP Future Development Centre in Brixworth, Northamptonshire, is a state-of-the-art facility for developing Formula One powertrains. Built with a structural steel frame, composite floors, and advanced service installations, it incorporates a collaborative approach between contractors and specialist suppliers. The centre's design reflects Mercedes' motorsport heritage, supporting cutting-edge engineering while accommodating VIP visitors.

Aston Martin Building 2 Silverstone

Building 2 for Aston Martin Racing F1 Team spans approximately 5,800m² across Ground and 1st Floors. It forms a pivotal component of the AMRF1 campus masterplan, enhancing the site's redevelopment. Alongside two other new buildings, Building 2 will establish the campus's central hub, fostering a transformative working environment. Its design integrates essential spaces tailored to meet the team's operational needs, ensuring continued prosperity.

One Granta Cambridge

One Granta is a pioneering 125,000 sq. ft office and speculative laboratory space, built to shell and core with essential infrastructure. Designed for WELL, BREEAM, and WiredScore certifications, it includes 32 electric vehicle charging stations (expandable to 156) and features renewable technologies like air source heat pumps and rooftop photovoltaics, achieving a 25% reduction in carbon emissions.

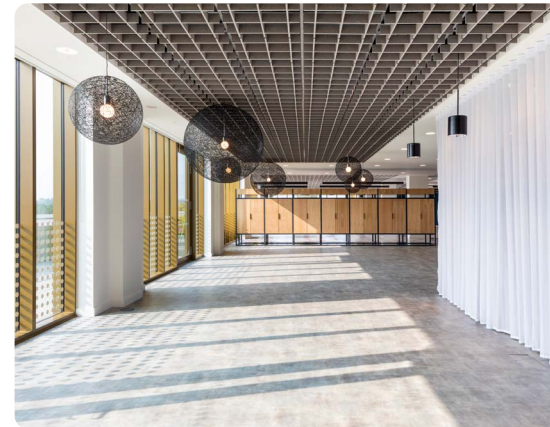
Racing Bulls, Red Bull Milton Keynes

A new UK headquarters for Scuderia Alpha Tauri will consolidate their operations in a single building. The facility includes a Model Shop, office space for VCARB, and a Red Bull Technology warehouse. It features steel framing, composite cladding, parking areas, stormwater systems, and renewable energy solutions. The VCARB team will relocate from Bicester, joining Red Bull's new R&D test facility in Milton Keynes.



Brooklands Cambridge

This ongoing scheme will provide 67,000 sq ft of Grade A office space across two buildings, a four-storey building B (58,986 sq ft), and a smaller two-storey Building A (8,192 sq ft). The new blocks will feature outside collaboration spaces and roof terraces available to let with the office space. As a future facing campus in the heart of one of the UK's greenest cities, sustainability was the driving force behind the plans for Brooklands. The building designed for net zero carbon operations.



T Therapeutics Granta Park

The 50/50 laboratory and office space has been carefully designed to support innovation and collaboration. The new space includes high-specification laboratories, cold rooms, modern office areas and meeting rooms. The project stands as a testament to a shared commitment to research, progress and growth.



JLR Wash Wiper Gaydon

The JLR Wash Wiper is an internal standalone wet room featuring a fully self-contained wash pad designed for efficient vehicle cleaning. Adjacent to the wash pad is a separate dry chamber/room, providing a dedicated space for drying and finishing. This setup ensures a streamlined process, maintaining cleanliness and efficiency within the facility while meeting high industry standards.



One Granta MSCP Cambridge

The multi-storey car park next to One Granta, the newly completed addition to Granta Science Park for BioMed Realty, offers 374 parking spaces. Designed to accommodate the growing needs of the park, it provides convenient and secure parking for employees and visitors. The facility enhances accessibility and supports the expansion of this leading life sciences hub.



K1 Refurbishment Abingdon

This internal refurbishment includes installing new doors, ceilings, steelworks, window boards, and flooring. A corridor overlooking the quad will be created. Works also involve full redecoration, firestopping, and mechanical installations for heating and cooling. Electrical upgrades include lighting, alarms, power, and data systems to modernise and enhance building functionality.

B960 Insmed Fitout Cambridge

SDC's Special Projects department is fitting out B960's ground floor at Babraham Research Campus for Insmed Innovation UK Ltd., creating advanced biology and chemistry laboratories, including a Containment Level 2 lab and eight ducted fume hoods. Office and meeting spaces are also provided, with laboratory support areas reconfigured to meet the tenant's specific operational needs



Projects

Ongoing

Ongoing Projects



Building 310 Cambridge Science Park

Continuing SDC's long-standing relationships at Cambridge Science Park, this scheme at Building 310 for Trinity College Cambridge, encompasses the refurbishment of the laboratory and office facilities within. SDC previously worked on this building in 2010, when we completed an extension to accommodate pharmaceutical giant, AstraZeneca.



Univ North Oxford

The Univ North Development aims to transform the landscape and community ethos by constructing energy-efficient buildings for 150 students in modern ensuite study spaces. It also prioritises renovating historic structures, preserving their heritage while revitalising them for contemporary use.



2000DD Cambridge

Following the completion of 1000DD on the same site, SDC has begun work on 2000DD, a flexible 5/6 storey B1 lab/office building. Works include 2000 Discovery Drive, car park and infrastructure. The building will offer flexible layouts, shared facilities, and high-quality landscaping.



Merlin Place Cambridge

Merlin Place, located in the Cambridge North Cluster, will provide 138,000 sq. ft (GIA) of premium purpose-built laboratory space & office accommodation comprising CL2 wet labs (with extract to atmosphere provision) and offices arranged over 6 storeys.

Due to be delivered in 2026.



Whittle Lab Cambridge

This ongoing scheme will provide approximately 3,783m² GIA of new accommodation, including expanding and upgrading the existing Whittle Laboratory at West Cambridge. The new facility will house research laboratories offices, seminar and meeting spaces; heavy and light workshops; and other support functions, including a reception and exhibition space.



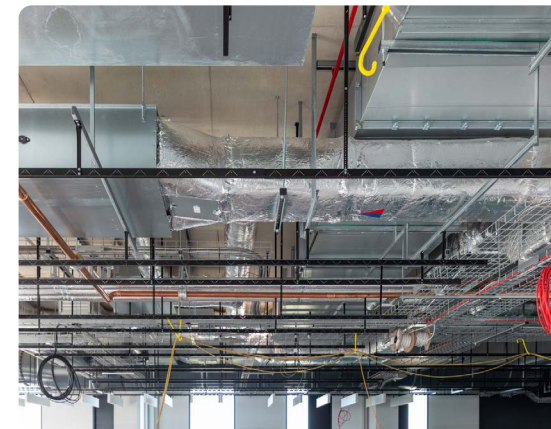
Botanic Gardens Visitors Centre Cambridge

The project involves redeveloping the Station Road entrance to the University of Cambridge Botanic Garden. Works include demolishing the current kiosk and constructing a larger entrance building with a retail unit, ticket and administrative offices, WCs, changing facilities, buggy store, bicycle parking, and associated landscaping and infrastructure improvements.



St Edmund Hall Oxford

The project involves demolishing existing buildings, retaining and refurbishing No.17 Norham Gardens, and constructing new student accommodation with around 130 ensuite bedrooms. It includes a new Lodge and shared facilities, aiming for Passivhaus certification. Sustainability is key, integrating ecology to support wildlife and create an environmentally friendly external space.



RB17 Red Bull Milton Keynes

The project involves isolating incoming services, partial demolition, and constructing a new test facility with piled foundations, reinforced concrete elements, and a steel frame. It includes a ground-floor slab, wall and roof cladding, curtain walling, and windows. Internal spaces feature workshops, offices, and plant rooms, with new services, drainage, parking, and service areas developed externally.

CUH – Histopathology Fit-out (1000DD) Cambridge

This project involves the internal fit-out of the 4th floor for the NHS, including the creation of laboratory spaces, write-up areas, and rest facilities. It features a fully pumped formalin system that efficiently transfers formalin from a ground floor storage tank directly to lab benches, ensuring safe and streamlined chemical handling for laboratory operations.



Greenwich House Cambridge

Greenwich House is the home of many of the administrative functions within the University of Cambridge, including Estates Division, the Research Operations Office, Human Resources, Finance, and the Health, Safety and Regulated Facilities Division. This project involves improvements to the ventilation and lighting 1st floor Annex of the building.



Mount Pleasant Cambridge

This project replaces three student buildings with five sustainable, villa-style blocks offering 132 bedrooms. Designed to Passivhaus standards, it features CLT frames, cycle parking, improved waste facilities, and social spaces. The Knott building will be refurbished to EnerPhit standards, enhancing comfort, air quality, and energy efficiency for St John's students.

Projects

In Pre-Construction

Second Stage Projects



CamLife Workshop Project Cambridge

The works will involve creating a versatile Workshop space featuring a flexible, non-dedicated conference zone, informal meeting areas, and alternative workspaces. Additional facilities will include a dedicated Fitness Area and essential support spaces, designed to enhance functionality, promote collaboration, and support a dynamic, health-conscious working environment.



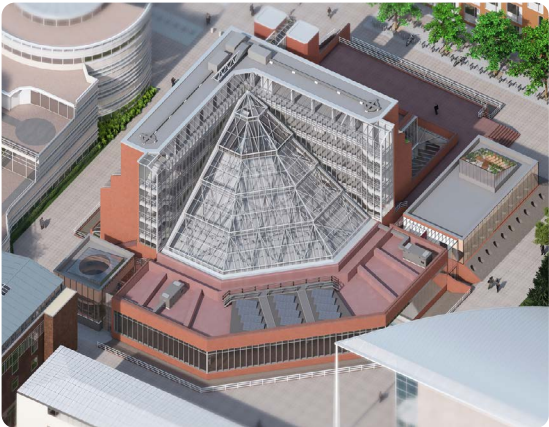
Cummins 3-storey Office Refurbishment Wellingborough

This project will involve external façade upgrades with insulated render, a new three-storey external lift shaft and lift, and full internal refurbishment. This will include new office layouts, toilets, ceilings, flooring, upgraded mechanical, electrical and sprinkler systems, and improved stairwell finishes, enhancing functionality, accessibility, and energy efficiency throughout the building. Other works also being carried out at the Cummins site include a roof refurbishment and a mezzanine demolition.



MEPC Oxford

This scheme will transform Buildings 2 and 3 Park Square into a dynamic Life Sciences hub through strategic extensions and refurbishments. This includes enhancements to the building envelope, structural upgrades, modernisation of MEP systems, improved access and servicing, and the creation of collaborative, high-quality public and private spaces.



Stirling Building Cambridge

This project will revitalise James Stirling’s iconic 1960s ‘Red Trilogy’ building at the University of Cambridge. Aiming for BREEAM certification, it enhances sustainability, accessibility, and thermal comfort, while preserving heritage. Refurbishment includes new façades, services, lifts, and terraces, creating an inclusive, climate-resilient learning environment.



TWG Cadillac Building Fit-Out Silverstone

This project involves the internal fit-out of Unit 1136, including new mezzanine structures, MEP installations, and external works. Key phases include steel frame erection, concurrent floor fit-outs, and systematic commissioning to ensure all building systems function efficiently, safely, and in line with the performance brief for end-user comfort.



AMRF1 Building 3A Data - Office Building Silverstone

The construction of this two-storey data centre featuring a piled substructure, ground bearing slab, and primary steel frame. The building includes composite cladding, ribbon windows, and an external plant area. Upper floor fit-out accommodates IT staff, while the ground floor is delivered to shell and core for specialist systems installation.



JLR Roadway 3 Gaydon

The project involves the comprehensive redevelopment of Roadway 3 within the B555 ELN Building at JLR Gaydon. The scope of work encompasses the strategic relocation of critical user groups, the enhancement and modernisation of existing infrastructure, and the integration of vehicle testing operations into a unified facility. This consolidation is designed to optimise operational workflows, reduce dependency on third-party services, and deliver critical spatial efficiencies.

Project Birchwood

Awards

This innovative development has garnered significant recognition for its outstanding design, construction, and sustainability. The project has been honoured with several prestigious awards, reflecting its excellence in various fields.

At the British Council for Offices (BCO) Awards, the development earned both Regional and National accolades. The BCO recognises workplaces that promote creativity, collaboration, and well-being, and this campus clearly excels in those areas. The project's thoughtful integration of state-of-the-art laboratories, flexible office spaces, and collaborative zones, combined with its environmentally conscious design, made it a standout in the competition. The recognition of this scheme as the Best of the Best by the BCO highlights its exceptional standards in creating an inspiring and efficient working environment.



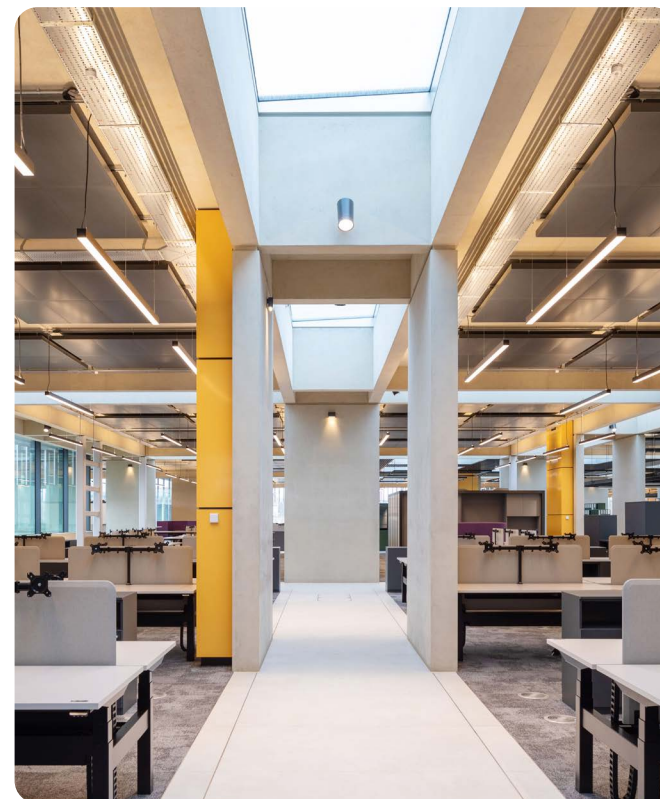
"I am immensely proud that this scheme is attracting the recognition that the building and the exceptional people who occupy it deserves. The entire project team was exemplary, and the intense collaboration has yielded spectacular results"

-Tom Fenner, SDC Project Director

Project Birchwood's Architects Journal Award for Best Workplace Project over £50m further underscores the project's excellence in both design and functionality. This prestigious award is given to projects that demonstrate cutting-edge architecture with a strong emphasis on user experience. The building's unique shape, sustainable materials, and forward-thinking approach to workspace design set it apart as a prime example of innovative architecture.

The project also received multiple accolades from the Local Authority Building Control (LABC), with a Regional Winner award for Best Non-Residential New Build. This award recognises the quality of construction and building excellence, with the project's careful attention to sustainability and craftsmanship making it a deserving recipient. The scheme was also shortlisted for Best Residential New Build, showcasing its versatility and commitment to excellence across different types of development.

Further recognition came at the Schueco Excellence Awards, where the project was celebrated for its contribution to Commercial and Mixed-Use Development. Finally, the Greater Cambridge Design & Construction Awards named it Best New Building (over £2m), acknowledging the project's transformative impact on the area and its exceptional quality.



Staff

New Starters April 2024 - June 2025



Aisha Muntazir
Design Co-Ordinator



Holly Openshaw
Asst. Bid Writer



Matt Greenway
Asst. Site Engineer



James Pottinger
Asst. Design Co-ordinator



Sean Purser
Asst. Site Manager



Chris Donnellan
Construction Manager



Joe Ficuciello
Asst. Estimator



Dylan Edginton
BPS Asst. Advisor



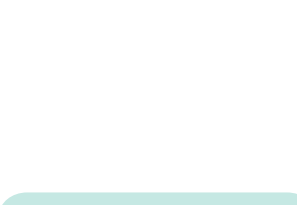
Jack Pottage
Management Trainee



Paul Cornelius
Site Manager



Dom Wray
Services QS



Oliver Bolam
Apprentice Bricklayer

Mandy Makowska
Cleaner

Louis James
Carpenter

Morgan Bryan
Labourer/ Groundworker



Archie Tomblin
Management Trainee




Eleanor Graham
Graduate Design Co-Ord.



Sean Dyer
Graduate QS

Staff

Achievements



**Lacey
Tuffnell**

BSc Quantity Surveying:
First



**George
Kelly**

BSc Quantity Surveying:
2:1



**Daniel
Janes**

NVQ Level 6 Diploma
Construction Contracting
Operations Management
Quantity Surveying



**Tom
Bickley**

Level 4 Apprenticeship
in Construction Site
Supervisor



**Oliver
England**

NVQ Level 6 Diploma
in Construction Site
Management

Retirements




**Carl
Tutty**

NVQ Level 6 Diploma
in Construction Site
Management



**Oisín
Heffernan**

NVQ Level 4 Diploma
in Construction Site
Supervision




**Alex
Olaru**

NVQ Level 4 Diploma
in Construction Site
Supervision




**Roger
Billington**

Material Scheduler
Length of Service - 10yrs



**Ken
Gillman**

Site Supervisor
Length of Service - 35yrs



**Pat
Flynn**

Construction Manager
Length of Service - 9yrs




**Jamie
Woodward**

Construction
Length of Service - 39yrs



**Justyna
Mentel**

NVQ Level 4 Diploma
in Construction Site
Supervision



**David
McColl**

NVQ Level 4 Diploma
in Construction Site
Supervision



Will Rayner

Level 2 Bricklayer
Apprenticeship-
Distinction

Summary

Update from the Chairman

Since becoming Managing Director in 2004, I have embraced the responsibility of protecting and enhancing our brand. The construction landscape has evolved significantly during this time, moving from basic site access practices to a refined focus on safety, quality and professionalism.

The way we set up our sites, how tidy they are, how logistics are managed and the quality of our facilities all contribute to the first impression we give our clients. When I first became responsible for site management, the impression we made was a far cry from what we achieve today. I remember putting on wellington boots in the car park and only taking them off when I left the site. I believe that our site offices and external areas should not differ significantly from the condition of our head office. It has been many years since I owned a pair of wellington boots. Today, I only visit our sites wearing shoes and I expect to move around without getting covered in mud. Our sites are tidy, with organised storage and uncluttered construction areas. Our offices must reflect the same standard. They are not an extension of the stores nor should they house material samples. Clients understand the quality they can expect from how we carry ourselves. Where we take pride in our appearance and environment, we can be confident that we are getting it right.

Health and safety are now integral to every decision we make, including material selection and packaging. The wellbeing of our workforce remains at the core of our operations, reflecting the modern and responsible practices that define our approach. As an industry, our safety

practices are vastly different from those of the last century. We once believed steel could not be erected without ladders or workers walking along beams using the web for support. We continue to find opportunities to improve working practices, and everyone can contribute through practical solutions or thoughtful suggestions. We have come a long way, but we are only part way through a journey that will never truly end.

Throughout the construction process, we place great importance on the care and protection of materials from delivery to final handover. Our clients rightly expect a product of the highest standard, and we are committed to ensuring that no element of our work feels anything less than new and premium.

As a business, we are committed to continual improvement. Each year, we aim to deliver a better product and service than the year before. I remain extremely proud of the quality of our work and the ethical standards by which we operate. With the growing complexity of our contracts comes an ever-stronger capability to meet and exceed expectations. Looking ahead, I am confident in our future. The depth of talent and expertise within our organisation positions us strongly to grow, innovate and continue leading our field.



Francis Shiner

A handwritten signature in blue ink, which appears to be 'F. Shiner'.

Chairman