

CONTRACTS MANAGER ROLES AND RESPONSIBILITIES

Reports to: Project Director

Function: Operations / Project Delivery

ROLE PURPOSE

The Contracts Manager is responsible for the safe, controlled and successful delivery of an allocated portfolio of ST Group projects from pre-construction and mobilisation through delivery, completion and close-out. The role provides operational leadership across programme, resources, client delivery, health and safety, quality, environmental performance, commercial coordination and project risk.

Working closely with the Project Director, Commercial team, Project Managers and Group support functions, the Contracts Manager ensures projects are properly planned, resourced and governed; emerging issues are identified early; and corrective action is driven through to completion. The role is accountable for maintaining consistent project-management standards and for ensuring that Project Managers and Site Managers understand and discharge their responsibilities.

This role profile operates alongside Statom Group's PDR process, role-specific technical competencies, Statom behavioural competencies and separately agreed objectives. Together these provide the framework for assessing performance, capability, development and contribution.

KEY WORKING RELATIONSHIPS

- Project Director and senior operational leadership.
- Commercial Director/Managers, Quantity Surveyors and Finance.
- Project Managers, Site Managers, Engineers, supervisors and site teams.
- Health & Safety, Quality, Environmental, Design, Procurement, Plant, HR and other Group functions.
- Clients, consultants, principal contractors where applicable, subcontractors, suppliers and other delivery partners.

KEY RESPONSIBILITIES

Portfolio Leadership and Project Governance

- Lead the operational performance of assigned projects and maintain a current view of safety, programme, resource, quality, commercial position, client issues and delivery risk.
- Ensure each project has a clear mobilisation plan, delivery strategy, management structure, reporting rhythm, programme and escalation route proportionate to project complexity and risk.
- Set clear expectations for Project Managers and Site Managers and hold owners accountable for agreed actions, deadlines and standards.
- Intervene early where projects are underperforming or where safety, programme, quality, cost, client or contractual exposure is increasing.
- Ensure material project decisions, commitments and changes are made within delegated authority and supported by appropriate evidence and approvals.

Planning, Programme and Resource Management

- Ensure robust project programmes, short-term plans and resource strategies are developed, maintained and aligned with contractual milestones and operational constraints.
- Challenge unrealistic sequencing, productivity assumptions, resource loading or recovery plans and require practical corrective action.
- Coordinate labour, plant, materials, specialist subcontractors and management resources across projects to avoid preventable delay, conflict or inefficient utilisation.
- Ensure delays, access constraints, design information gaps, utilities, temporary works, logistics and other critical interfaces are identified and managed early.
- Review progress against plan and ensure recovery actions are specific, owned, time-bound and tracked.



Health, Safety, Environmental and Quality Leadership

- Provide visible leadership on health, safety, environmental and quality performance and reinforce that programme or cost pressure must never override safe and compliant delivery.
- Ensure projects operate in accordance with Company HSEQ systems, applicable legislation, client requirements, approved RAMS, permits, inspection regimes and site controls.
- Ensure competent persons are appointed for specialist or high-risk activities and that required briefings, inspections, authorisations and supervision are in place.
- Review significant incidents, near misses, non-conformances, environmental events and recurring defects and ensure corrective and preventive actions are completed.
- Support effective planning and control of temporary works, lifting, excavations, plant interfaces, hazardous materials, utilities and other project-specific risks where applicable.
- Promote high standards of workmanship, inspection, testing, record keeping and right-first-time delivery.

Commercial, Contract and Cost Coordination

- Work closely with the Commercial team to ensure operational decisions support the approved budget, forecast, cash and contractual position.
- Understand key contract obligations, programme requirements, scope, exclusions, change-control requirements and notice risks relevant to assigned projects.
- Ensure Project Managers provide accurate and timely records to support CVRs, applications, variations, claims, cost-to-complete forecasts and final accounts.
- Challenge avoidable waste, inefficient resource use, uncontrolled overtime, unapproved expenditure and operational decisions that create commercial leakage.
- Do not commit the Company to expenditure, programme change, contractual concession or scope outside delegated authority.
- Support commercial recovery and final-account strategy by ensuring operational evidence, programme records and project facts are complete and reliable.

Client, Stakeholder and Contract Delivery

- Maintain strong senior relationships with clients and key project stakeholders and ensure concerns are addressed promptly and professionally.
- Ensure project teams understand client priorities, reporting expectations, access constraints and contractual deliverables without making unsupported commitments.
- Lead or support project review meetings, recovery meetings and client escalation discussions where senior operational input is required.
- Protect ST Group's reputation by ensuring commitments are realistic, communications are accurate and agreed actions are delivered.
- Escalate disputes, relationship breakdown, significant scope ambiguity or reputational risk promptly to the Project Director and relevant functions.

Supply Chain, Procurement and Plant

- Ensure procurement and subcontract engagement is planned early enough to support programme and project requirements.
- Work with Commercial and Procurement to ensure subcontract scopes, interfaces, competence, programme obligations and operational expectations are clear before mobilisation.
- Monitor subcontractor operational performance and address poor safety, quality, programme, conduct or delivery promptly.
- Coordinate plant and equipment requirements with Plant and project teams and challenge avoidable standing time, damage, misuse or inefficient allocation.
- Ensure suppliers and subcontractors are not instructed to undertake additional work or incur cost without appropriate authority and record.

People Leadership, Capability and Succession

- Lead and develop Project Managers, Site Managers and other allocated project leaders through clear expectations, regular review, coaching and constructive challenge.
- Ensure PDRs, one-to-one meetings, development actions and required training are completed to the expected standard and timescale.

- Identify management capability gaps, succession risks and project resourcing needs early and agree action with the Project Director and relevant support functions.
- Address underperformance, poor conduct, weak ownership or repeated failure to follow required controls promptly and fairly.
- Promote collaboration between Operations, Commercial, HSEQ, Design, Plant, Procurement and other functions rather than allowing issues to sit between teams.

Reporting, Systems and Continuous Improvement

- Ensure project reporting is accurate, concise, current and evidence-based and provides senior management with a reliable view of status, risk and required decisions.
- Ensure approved Company systems, document-control arrangements and project records are used consistently and are capable of supporting audit, claims and handover.
- Use project outcomes, incidents, audits, defects, client feedback and lessons learned to improve planning and delivery standards across future projects.
- Challenge duplicated activity, weak handovers and manual workarounds that create avoidable risk or poor information.
- Ensure completion, demobilisation, handover, outstanding works and lessons learned are actively managed rather than allowed to drift after practical completion.

ROLE-SPECIFIC TECHNICAL / PROFESSIONAL COMPETENCIES

Contracts Manager level: the postholder is expected to provide independent operational leadership across multiple or complex projects, assure the work of Project Managers and Site Managers, make sound decisions within delegated authority and escalate material or exceptional matters. These competencies should be assessed through the PDR process alongside delivery against objectives and Statom behavioural competencies.

TECHNICAL / PROFESSIONAL COMPETENCY	WHAT GOOD LOOKS LIKE IN THIS ROLE
Portfolio & Project Delivery Leadership	Maintains effective oversight of multiple projects, sets clear priorities and intervenes early where programme, safety, quality, resource or client performance deteriorates.
Construction Planning & Programme Control	Challenges master and short-term programmes, sequencing, interfaces, productivity and recovery plans and ensures operational plans remain realistic and aligned with contractual milestones.
HSEQ & High-Risk Work Assurance	Provides visible HSEQ leadership, understands key construction risks and ensures competent planning, RAMS, permits, inspection, supervision and escalation are applied to high-risk activities.
Technical & Quality Assurance	Understands construction methods, drawings, specifications, temporary works and quality requirements sufficiently to challenge delivery, identify risk and obtain specialist input where required.
Commercial & Contract Awareness	Understands the operational drivers of margin, cash, change, delay and contractual entitlement and ensures project teams provide timely records and operate within delegated authority.
Resource, Plant & Supply Chain Management	Plans and balances labour, management, plant, materials and subcontract resources across projects and addresses poor performance, standing time and avoidable inefficiency.
Client & Stakeholder Leadership	Handles senior client discussions credibly, manages expectations, resolves operational issues and protects long-term relationships without making unsupported commitments.



TECHNICAL / PROFESSIONAL COMPETENCY	WHAT GOOD LOOKS LIKE IN THIS ROLE
Risk, Recovery & Decision Making	Identifies emerging delivery risk early, tests options, assigns owners and drives recovery actions. Recognises when issues require senior, commercial, legal, HSEQ or technical escalation.
People Leadership & Capability	Sets standards for project leaders, coaches and challenges performance, develops succession and ensures management capability keeps pace with business requirements.
Systems, Reporting & Governance	Requires accurate, auditable project information and disciplined use of Company systems, reporting routines, approvals, document control and lessons learned.

STATOM BEHAVIOURAL COMPETENCIES

The Contracts Manager is expected to demonstrate Statom Group's behavioural competencies consistently in how the role is performed. Particular emphasis for this role applies to:

STATOM BEHAVIOURAL COMPETENCY	WHAT GOOD LOOKS LIKE IN THIS ROLE
Drives Performance	Sets clear priorities, creates ownership, follows actions through and addresses delay, poor performance or weak control before it affects safety, programme, cost, quality or the client.
Understand Stakeholder Needs	Understands the practical requirements of clients, project teams, Commercial, Health & Safety, Finance, Plant and the supply chain and provides timely, proportionate and workable solutions.
Builds Trusted Relationships / Networks	Builds credible working relationships through clear communication, professional conduct, reliable follow-through and constructive challenge. Maintains trust without avoiding difficult conversations.
Commercial Judgement	Uses evidence and sound judgement when balancing programme, resource, cost, quality, contract, safety and client requirements. Works within delegated authority and escalates material exposure early.
Bigger Picture View	Connects day-to-day project decisions to wider business performance, client relationships, cash, margin, capacity, reputation, future workload and Group priorities.
Open to Change	Responds constructively to changing project conditions, new systems, lessons learned and feedback. Adopts better ways of working where they improve safety, control, quality or delivery.

Framework reference: Statom Group Behavioural Competencies - Statom Group Induction V2026.

PDR AND PERFORMANCE FRAMEWORK

- This role profile, the role-specific technical/professional competencies, Statom behavioural competencies and separately agreed objectives together form the performance framework for the role.
- Individual objectives and performance measures will normally be agreed through the PDR process and may be reviewed or updated to reflect business priorities, project requirements and the scope of responsibility.



- Specific annual objectives are intentionally kept outside the contract of employment so that they can evolve without requiring a contractual variation.
- Performance assessment should consider both outcomes and how those outcomes were achieved. Safety, integrity, governance, quality, accurate reporting, collaboration and professional conduct remain relevant even where programme or financial results are positive.
- Evidence may include HSEQ and quality performance, programme and productivity information, project reports, cost and change records, client feedback, audit outcomes, people and capability measures, completion of PDR actions and delivery of agreed improvement priorities.
- Where the employee participates in a discretionary bonus arrangement, these measures may inform the individual performance assessment but do not create or guarantee any bonus entitlement.

INDICATIVE PERFORMANCE MEASURES

The measures below provide an indicative structure for assessing individual performance. They do not replace separately agreed objectives and may be adjusted to reflect project allocation, business priorities and the scope of the role.

Safe, Quality and Compliant Delivery - 25%

- HSEQ performance and closure of actions.
- Quality, defects, non-conformance and right-first-time outcomes.
- Control of high-risk activities and project compliance.
- Audit and client assurance outcomes.

Programme, Productivity and Project Delivery - 30%

- Delivery against key milestones and recovery plans.
- Resource and plant utilisation and reduction of avoidable delay.
- Effectiveness of project planning, sequencing and operational control.
- Successful completion, demobilisation and handover.

Commercial and Cost Performance - 20%

- Operational contribution to margin, cost-to-complete and cash performance.
- Timely identification and recording of change, delay and additional work.
- Control of waste, overtime, standing time and unapproved expenditure.
- Quality of operational evidence supporting CVR, claims and final account.

Client and Stakeholder Outcomes - 15%

- Client relationship quality and effective management of escalations.
- Accuracy and reliability of commitments and reporting.
- Resolution of delivery issues and contribution to repeat business.
- Cross-functional collaboration and stakeholder feedback.

Leadership and Statom Behaviours - 10%

- Performance and development of Project Managers and Site Managers.
- PDR, succession and capability actions.
- Accountability, decision-making and professional conduct.
- Consistent demonstration of Statom behavioural competencies.

EDUCATION, QUALIFICATIONS AND PROFESSIONAL DEVELOPMENT

Essential / Required

- Substantial experience managing complex construction or civil-engineering projects, including responsibility across programme, HSEQ, resources, clients and project performance.
- Demonstrable experience leading Project Managers, Site Managers and multidisciplinary project teams.
- Strong practical understanding of construction planning, programme management, temporary works interfaces, plant, logistics, quality and project risk.
- Strong commercial awareness, including budgets, change, cost control, cash and the operational requirements supporting contractual entitlement.
- SMSTS or equivalent management-level health and safety training accepted by the Company/client.

- Appropriate CSCS/competence card and any role-specific competence required for the projects being managed.
- Strong communication, leadership, problem-solving and client-management capability.

Desirable

- Degree, HNC/HND, NVQ Level 6/7 or equivalent in Construction Management, Civil Engineering or a related discipline.
- MCIOB or other relevant professional membership.
- Temporary Works Coordinator/Supervisor, environmental, lifting or other specialist training relevant to the project portfolio.
- Experience using Asta Powerproject, COINS, Procore or comparable project/commercial systems.

The postholder is expected to maintain relevant competence, mandatory training and any client or project-specific certification required for the work allocated. Where a qualification, card or training requirement expires, the postholder must notify the Company and complete required renewal within the applicable timescale.

GENERAL ACCOUNTABILITIES

- Comply with ST Group and Statom Group policies, procedures, standards, delegated authorities and reasonable management instructions relevant to the role.
- Take reasonable care for personal health and safety and that of others who may be affected by the postholder's acts or omissions and promote safe decision-making at all times.
- Maintain confidentiality and protect commercially sensitive, employee, client, supplier and project information.
- Use Company systems, records and equipment accurately, lawfully and in accordance with information-security, data-protection and record-retention requirements.
- Raise material safety, quality, environmental, technical, commercial, financial, compliance, conduct or integrity concerns through the appropriate route.
- Undertake other reasonable duties consistent with the seniority, competence and purpose of the role as business and project requirements evolve.

ROLE REVIEW AND ACKNOWLEDGEMENT

This document sets out the principal accountabilities and expected standards of the Contracts Manager role. It is not intended to be an exhaustive list of every task or objective. Responsibilities, priorities and performance measures may be reasonably adjusted to reflect business and project requirements, provided any material change to the fundamental nature of the role or contractual terms is managed appropriately.

Employee name	_____
Employee signature / date	_____
Manager signature / date	_____