

MANAGING DIRECTOR ROLES AND RESPONSIBILITIES

Reports to: Group CEO

Function: Slipform Technology Ltd

ROLE PURPOSE

The Managing Director is accountable for the leadership, strategy, governance and overall performance of Slipform Technology Ltd. The role must deliver safe, sustainable and profitable growth while maintaining effective operational, technical, commercial and financial control and alignment with Statom Group objectives.

Working with the Group CEO and Group functions, the Managing Director sets the direction for the business, establishes clear accountabilities and ensures the Operations Director, Technical Director and other leaders work as one management team. The role retains overall accountability for company performance while delegating day-to-day functional delivery to the appropriate director.

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

KEY WORKING RELATIONSHIPS

- Group CEO, Statom Group Board and Group leadership team.
- Operations Director, Technical Director and other Slipform Technology Ltd managers and employees.
- Group Commercial, Finance, Health & Safety, HR, Legal, Procurement, Plant and Compliance functions.
- Clients, consultants, principal contractors, suppliers, subcontractors and equipment manufacturers.
- Insurers, professional advisers and regulators where relevant and authorised.

ROLE BOUNDARIES AND DECISION RIGHTS

- Own the company strategy, business plan, budget, risk appetite and overall performance, subject to Group approval and delegated authority.
- Delegate operational delivery to the Operations Director and technical and design assurance to the Technical Director, while retaining oversight and requiring clear evidence of control.
- Resolve conflicts between commercial, operational and technical priorities and determine the appropriate escalation to the Group CEO or Group functions.
- Approve material commitments only within delegated authority and ensure matters outside authority are referred for approval before commitment.

KEY RESPONSIBILITIES

Strategy, Leadership and Governance

- Develop and implement the company strategy and annual business plan in line with Statom Group objectives, approved budgets and risk appetite.
- Translate strategic priorities into clear objectives, ownership, measures and timescales for the leadership team.
- Maintain an effective operating structure with clear responsibilities, decision rights, reporting lines and escalation routes.
- Lead regular management reviews covering safety, project performance, commercial position, technical risk, people, cash, pipeline and business improvement.
- Provide accurate, balanced and timely assurance to the Group CEO and Group leadership and avoid unsupported or overly optimistic reporting.
- Identify material adverse trends early and lead corrective or recovery action through to completion.

Business and Financial Performance

- Own delivery of the approved budget and maintain oversight of revenue, margin, overhead, cash, working capital, debt, forecasts and financial exposure.
- Ensure project and company forecasts are evidence-based, current and reconciled with operational, commercial and financial information.
- Challenge cost leakage, weak productivity, unapproved expenditure, missing liabilities and unsupported assumptions.
- Agree and monitor recovery plans for underperforming projects or business areas and escalate material risk promptly.
- Ensure investment, recruitment, capital expenditure and equipment decisions are affordable, justified and approved within delegated authority.

Operational Delivery and HSEQ Leadership

- Set clear expectations for safe, compliant and efficient delivery across all projects, yard and support activities.
- Hold the Operations Director accountable for mobilisation, resource planning, productivity, project execution, equipment readiness and operational reporting.
- Ensure health, safety, quality and environmental performance receives equal consideration with programme and commercial results.
- Review significant incidents, recurring non-conformances and operational failures and ensure lessons and corrective actions are implemented.
- Support stop-work decisions and ensure no commercial or programme pressure is allowed to override safe systems of work or legal compliance.

Technical, Design and Engineering Governance

- Hold the Technical Director accountable for design integrity, technical assurance, design risk, information control and timely technical support to projects.
- Ensure technical and design decisions are made by competent people and subject to appropriate checking, approval and change control.
- Require clear escalation of significant design risk, departures from standards, unresolved interfaces and technical limitations.
- Support investment in technical capability, innovation and equipment development where this provides safe and measurable business value.

Commercial, Tender and Contract Governance

- Lead the selection and approval of commercially appropriate opportunities aligned with capability, capacity, margin expectations and risk appetite.
- Ensure tenders are supported by credible operational, technical, programme, cost and risk assumptions before submission.
- Oversee review and negotiation of material contracts, amendments, warranties, bonds, guarantees and other commitments within delegated authority.
- Maintain oversight of applications, cash collection, change, claims, disputes, final accounts and significant contractual exposure.
- Ensure contract award information is handed over effectively to commercial, operational and technical teams before mobilisation.

Clients, Pipeline and Sustainable Growth

- Develop strong senior client relationships and position Slipform Technology Ltd as a reliable specialist delivery partner.
- Maintain a balanced view of secured work, pipeline, resource capacity, market conditions and delivery risk.
- Support repeat business and new opportunities through strong delivery, responsive leadership and credible technical capability.
- Avoid growth that exceeds available leadership, technical, operational or financial capacity.

- Represent the company professionally in negotiations, reviews and external forums where appropriate.

People, Culture and Succession

- Lead, develop and hold accountable the Operations Director, Technical Director and other agreed direct reports.
- Set clear objectives, conduct effective one-to-ones and PDRs and address capability, conduct or performance concerns promptly and fairly.
- Maintain a succession and workforce plan covering leadership, technical capability, operational skills and critical roles.
- Promote collaboration, respectful challenge, integrity and consistent Statom behaviours across the business.
- Ensure recruitment, reward and organisational changes follow Group approval and HR governance requirements.

Risk, Compliance and Continuous Improvement

- Maintain an integrated view of strategic, operational, technical, commercial, financial, people and compliance risk.
- Ensure material risks have owners, controls, actions, deadlines and clear escalation routes.
- Maintain complete, accurate and auditable records and support Group, client, insurer and statutory reviews as required.
- Escalate suspected fraud, serious misconduct, material control failure or significant legal or reputational risk through the appropriate route.
- Use data, audits, project outcomes and lessons learned to improve systems, capability, productivity and decision-making.

ROLE-SPECIFIC TECHNICAL AND PROFESSIONAL COMPETENCIES

These competencies form the role-specific component of the performance and development framework. The expected standard is director level: the postholder must set standards, make sound decisions, challenge others and provide credible assurance rather than only perform tasks personally.

TECHNICAL OR PROFESSIONAL COMPETENCY	WHAT GOOD LOOKS LIKE AT MANAGING DIRECTOR LEVEL
Business Strategy and Leadership	Sets a clear, achievable direction and converts Group and company priorities into accountable plans, decisions and measurable outcomes.
Financial and Commercial Control	Understands company and project performance, including margin, cash, overhead, working capital, forecasting, contract risk and investment. Challenges unsupported positions.
Operational Assurance	Maintains effective oversight of project delivery, resource, equipment, productivity and HSEQ performance without displacing the Operations Director's day-to-day accountability.
Technical Governance	Understands the importance of design assurance, competent technical authority, change control and design risk and holds the Technical Director to clear standards.
Tender and Contract Judgement	Selects opportunities and contractual positions that fit capability, risk appetite and return. Ensures risks are understood, priced, mitigated, approved or declined.
Risk and Governance	Operates within delegated authority, maintains reliable management information and ensures material risks, incidents and control failures are acted upon and escalated.
Client and Market Leadership	Builds credible senior relationships, understands the specialist market and supports sustainable pipeline and repeat business without overcommitting capacity.

TECHNICAL OR PROFESSIONAL COMPETENCY	WHAT GOOD LOOKS LIKE AT MANAGING DIRECTOR LEVEL
People and Organisational Leadership	Builds an effective leadership team, sets clear accountability, develops capability and succession and addresses performance or conduct issues appropriately.

STATOM BEHAVIOURAL COMPETENCIES

The postholder is expected to demonstrate Statom behavioural competencies consistently in how the role is performed and how others are led.

BEHAVIOURAL COMPETENCY	WHAT GOOD LOOKS LIKE IN THIS ROLE
Drives Performance	Sets clear priorities, follows through on commitments, addresses weak performance promptly and maintains focus on safe, high-quality and commercially sound outcomes.
Understands Stakeholder Needs	Understands the priorities of clients, project teams, colleagues and the wider Group and provides practical, timely support without compromising governance or standards.
Builds Trusted Relationships	Communicates openly, keeps commitments, works across functions and challenges constructively. Maintains credibility through consistent decisions and reliable follow-through.
Commercial Judgement	Uses evidence and sound judgement to balance cost, programme, quality, safety, contractual exposure, capability and long-term value.
Bigger Picture View	Connects individual decisions to company strategy, Group objectives, capacity, reputation, risk and the effect on other functions and projects.
Open to Change	Uses feedback, data, lessons learned and appropriate technology to improve performance and helps others adapt constructively to new priorities and ways of working.

PDR AND PERFORMANCE FRAMEWORK

- This role profile, the role-specific 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 updated to reflect business priorities, project requirements and the scope of the role.
- Performance assessment will consider the quality and sustainability of outcomes, not only headline results. Accuracy, integrity, governance, risk management, leadership and behaviours are relevant to the overall assessment.
- Evidence may include project and company performance, forecasts, risk and action registers, audit outcomes, client and stakeholder feedback, team performance, PDR actions and delivery of agreed improvements.
- A serious failure involving safety, integrity, technical or financial control, reporting accuracy, compliance or leadership may materially affect the overall assessment even where other measures appear positive.

INDICATIVE PERFORMANCE MEASURES

The measures below provide an indicative structure for assessing individual contribution. Specific objectives and targets will be agreed through the PDR process and do not create a guaranteed bonus entitlement.

Business and Financial Performance

- delivery against approved revenue, margin, overhead, cash and working-capital plans
- forecast accuracy and early action on adverse trends
- affordability and return from approved investment decisions

Safe and Reliable Delivery

- project performance against programme, quality and client requirements
- HSEQ performance, incident learning and closure of corrective actions
- effectiveness of recovery plans and reduction in repeat failures

Commercial and Strategic Growth

- quality and risk profile of secured work and pipeline
- cash collection, change recovery and final-account progress
- client satisfaction, repeat business and strategic opportunity delivery

Governance and Leadership

- quality and timeliness of Group reporting and risk escalation
- leadership-team accountability, PDR quality, succession and capability development
- delivery of agreed improvement priorities and Statom behavioural standards

EDUCATION QUALIFICATIONS AND PROFESSIONAL DEVELOPMENT**Essential / Required**

- Substantial senior leadership experience within construction, civil engineering, specialist contracting or a comparable project-based environment.
- Demonstrable accountability for business or significant operational and financial performance.
- Strong commercial, contractual, financial, risk and governance capability.
- Proven experience leading senior managers and multidisciplinary teams.
- Ability to provide credible assurance and challenge at Group CEO and Board level.

Desirable

- Degree or equivalent professional qualification in engineering, construction, commercial management, business or a related discipline.
- Relevant chartered or professional membership.
- Experience of slipform, temporary works, specialist formwork or technically complex concrete construction.
- Experience operating within a multi-entity group environment.

GENERAL ACCOUNTABILITIES

- Comply with Slipform Technology Ltd and Statom Group policies, procedures, standards, delegated authorities and reasonable management instructions relevant to the role.
- Take reasonable care of personal health and safety and that of others who may be affected by the postholder's acts or omissions and provide visible leadership for safe working.
- Maintain confidentiality and protect commercially sensitive, technical, employee, client and supply-chain information.
- Use Company systems and records accurately and comply with data-protection, information-security and record-retention requirements.
- Declare actual or potential conflicts of interest and do not make commitments outside delegated authority.
- Raise material safety, technical, commercial, financial, compliance, conduct or integrity concerns through the appropriate route.
- Undertake other reasonable duties consistent with the seniority and purpose of the role as business requirements evolve.

ROLE REVIEW AND ACKNOWLEDGEMENT

This document sets out the principal accountabilities and expected standards of the Managing Director 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 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	_____