



COMMERCIAL DIRECTOR ROLES AND RESPONSIBILITIES

Reports to: Managing Director

Function: Commercial

ROLE PURPOSE

The Commercial Director is responsible for the strategic leadership, governance and performance of the commercial function, protecting and improving profitability, cash generation and contractual position across the business. The role provides senior commercial direction from tender and contract award through project delivery, recovery, final account and close-out.

Working closely with the Managing Director and senior leadership team, the Commercial Director is accountable for establishing robust commercial controls, ensuring accurate and evidence-based reporting, managing contractual and financial risk, supporting sustainable growth and developing a high-performing commercial team. The role must balance commercial protection with safe, practical and successful project delivery and long-term client relationships.

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

KEY WORKING RELATIONSHIPS

- Managing Director and Statom senior leadership team.
- Operations Directors/Managers, Project Directors, Project Managers and site teams.
- Pre-Construction, Estimating, Finance, Procurement, Plant, Design, Health & Safety, HR and other Group functions.
- Clients, consultants, funders where relevant, subcontractors, suppliers and key delivery partners.
- External legal, contractual, insurance and professional advisers where authorised.

KEY RESPONSIBILITIES

Commercial Strategy and Leadership

- Develop and implement the commercial strategy in line with Statom Group business objectives, approved budgets, risk appetite and growth plans.
- Set clear commercial standards, controls and expectations across the business and ensure they are applied consistently.
- Provide the Managing Director and senior leadership with clear, evidence-based advice on margin, cash, contract risk, opportunity, claims, debt, final accounts and commercial exposure.
- Translate strategic priorities into measurable commercial actions, ownership and timescales.
- Identify material adverse trends early and lead recovery or corrective action rather than allowing issues to drift.
- Protect the Company from avoidable commercial leakage, unapproved commitments, weak records, unmanaged risk and unsupported assumptions.
- Maintain a clear view of portfolio-level commercial performance and priorities across live and emerging projects.

Pre-Construction, Tender and Contract Governance

- Provide senior commercial leadership to tender strategy, adjudication, pricing, qualifications, exclusions, risk allowances and commercial sign-off.
- Ensure tender assumptions, key risks, proposed contractual positions and commercial commitments are properly understood before submission and award.



- Review material contracts, amendments, warranties, bonds, guarantees, collateral documents and bespoke terms before commitment, within delegated authority.
- Identify unacceptable or disproportionate contractual risk and ensure it is negotiated, mitigated, priced, approved or escalated appropriately.
- Ensure effective tender-to-project handover so delivery teams understand scope, budget, exclusions, programme assumptions, notice requirements and commercial risk.
- Use lessons learned from completed, underperforming and disputed projects to improve future tendering and risk selection.

Project Commercial Management, CVR and Financial Control

- Own the standard and integrity of project commercial management from mobilisation through final account and close-out.
- Ensure robust monthly CVRs and forecasts are completed accurately and on time across the portfolio.
- Ensure CVRs reflect current revenue, actual cost, committed cost, liabilities, cost to complete, change, claims, cash, risk, opportunity and forecast final margin.
- Challenge unsupported value, overstated margin, missing liabilities, inaccurate cost coding, unrealistic productivity assumptions and unexplained cost movements.
- Ensure material month-on-month changes in revenue, cost, margin and cash are clearly explained and supported by evidence.
- Lead commercial recovery planning on underperforming projects and track agreed actions through to completion.
- Ensure project budgets, cost plans and forecasts remain aligned with operational programme and delivery information.

COINS, Commercial Systems and Data Integrity

- Ensure COINS and other approved Company systems are used as the primary source of commercial and financial project data where applicable.
- Set expectations for accurate recording of project costs, commitments, purchase orders, subcontract orders, accruals, liabilities and cost coding.
- Require reconciliation between commercial records and Finance, Payroll, Plant, Procurement and operational information where necessary.
- Ensure commercial data is sufficiently complete, current and auditable to support CVRs, forecasting, management decisions and external scrutiny.
- Challenge poor data quality, duplicate cost, unrecorded commitments and manual workarounds that weaken control.
- Support development and implementation of improved commercial systems, dashboards, templates and digital controls.

Cash, Applications and Working Capital

- Drive timely and accurate applications for payment, valuations, certification and cash collection.
- Ensure all completed work, materials, variations, loss and expense and other contractual entitlements are properly valued and evidenced.
- Monitor payment notices, pay less notices, due dates, final dates for payment and other contractual payment requirements.
- Challenge under-certification, late payment and unsupported deductions promptly and proportionately.
- Work with Finance and operational teams to reduce aged debt, improve cash conversion and recover retentions and outstanding sums.
- Maintain senior oversight of significant debtor, cash-flow and certification risks and escalate material issues promptly.



Change Control, Claims, Disputes and Final Accounts

- Ensure changes, instructions, delays, disruption, additional works and potential entitlement are identified and managed promptly.
- Require effective change-control, variation, notice and risk registers across projects.
- Ensure contractual notices are issued accurately and within required timescales and that supporting contemporaneous records are maintained.
- Lead or oversee strategy for material variations, claims, loss and expense, extensions of time, contra-charges and disputed accounts.
- Support or lead negotiations, adjudications, mediations or legal proceedings where authorised, working with external advisers where appropriate.
- Set clear final-account strategy early, drive timely agreement of client and supply-chain final accounts and close commercial exposure promptly after completion.
- Capture lessons learned from claims, disputes and final accounts and embed them into future commercial practice.

Procurement and Supply Chain Commercial Management

- Provide commercial oversight of procurement strategy, packaging, tender comparison, subcontract terms and supply-chain appointment.
- Ensure subcontract scopes, responsibilities, rates, programme obligations, exclusions and commercial interfaces are clear before commitment.
- Ensure commitments remain within approved budgets and delegated authority and that unauthorised expenditure is challenged.
- Oversee subcontractor applications, change, performance, contra-charges, risk and final accounts.
- Promote professional and commercially sound supply-chain relationships without compromising Statom's contractual or financial position.
- Identify recurring supplier or subcontractor performance issues and support appropriate commercial or procurement action.

Risk, Governance and Compliance

- Maintain effective oversight of commercial, contractual, financial and delivery risk across the project portfolio.
- Ensure significant risks have clear owners, mitigation actions, financial assessment and escalation routes.
- Comply with and enforce delegated authority, approval, procurement and contract-governance requirements.
- Maintain complete and auditable commercial records and support internal, external, client and statutory audits as required.
- Work with Health & Safety, operational and technical teams to ensure commercial decisions do not undermine safety, quality, legal compliance or project integrity.
- Protect confidential, commercially sensitive and personal information in accordance with Company requirements.
- Escalate suspected fraud, material irregularity, serious non-compliance or unmanaged exposure through the appropriate route.

Business Development, Client and Market Leadership

- Support sustainable business growth by identifying commercially appropriate opportunities aligned with Statom's capability, risk appetite and strategic priorities.
- Provide commercial input to key client strategy, major bids, negotiation and relationship management.
- Maintain strong senior relationships with clients and consultants and support repeat business through reliable commercial delivery.
- Monitor market conditions, contractual trends, competitor behaviour and cost pressures that may affect pricing, risk or opportunity.
- Represent Statom professionally in commercial negotiations, industry meetings and external stakeholder forums where appropriate.



- Balance short-term opportunity with margin quality, cash, delivery capability, reputation and long-term value.

People Leadership, Capability and Succession

- Lead, structure, develop and hold accountable the commercial team, with clear roles, objectives, decision rights and standards.
- Ensure regular one-to-one meetings, project/commercial reviews, PDRs and development plans are completed to the required standard and timescale.
- Set expectations for technical competence, professional conduct, accuracy, commercial judgement and ownership.
- Review the quality of commercial work and intervene promptly where performance, capability, conduct or control is below standard.
- Coach and develop commercial leaders and identify succession, talent and capability gaps.
- Support professional qualifications, technical development and knowledge sharing across the commercial function.
- Ensure the team consistently demonstrates Statom Group's behavioural competencies and works effectively across functions.

Continuous Improvement

- Use commercial data, project outcomes, disputes, audits and lessons learned to identify recurring weaknesses and improvement priorities.
- Standardise effective commercial processes, templates, reporting and controls where this improves consistency and governance.
- Challenge unnecessary complexity, duplicated activity and ineffective processes.
- Promote practical collaboration between Commercial, Operations, Finance, Procurement, Plant, Design and Pre-Construction.
- Measure whether improvement actions have delivered sustainable gains in margin, cash, risk control, accuracy, speed or client outcomes.

ROLE-SPECIFIC TECHNICAL / PROFESSIONAL COMPETENCIES

The following competencies form the role-specific commercial component of Statom Group's technical competency approach. They should be considered through the PDR process alongside delivery against objectives and the Statom behavioural competencies. The expected standard is Director level: the postholder should be able to set the standard, challenge others, make sound decisions and provide credible senior assurance rather than simply perform the activity personally.

TECHNICAL / PROFESSIONAL COMPETENCY	WHAT GOOD LOOKS LIKE AT COMMERCIAL DIRECTOR LEVEL
Commercial Management of Construction Works	Provides strategic oversight of project and portfolio performance. Understands how cost, value, productivity, programme, risk and change affect margin and forecast outcome. Intervenes early where performance deteriorates.
Project Finance Control & Reporting	Demonstrates strong command of CVRs, cost-to-complete forecasting, revenue recognition, actual and committed cost, liabilities, cash, working capital and profitability. Requires accurate, evidence-based reporting and can explain material movements clearly to senior stakeholders.



TECHNICAL / PROFESSIONAL COMPETENCY	WHAT GOOD LOOKS LIKE AT COMMERCIAL DIRECTOR LEVEL
Contract Practice & Administration	Applies strong working knowledge of JCT, NEC and bespoke construction contracts. Identifies material obligations and risk, ensures notices and contractual procedures are followed, and prevents unauthorised acceptance of adverse terms or instructions.
Procurement & Tendering	Leads commercial tender strategy, package procurement and risk transfer. Tests assumptions, scope, exclusions, pricing and contractual positions and ensures decisions are consistent with delegated authority, delivery capability and value for money.
Quantification, Costing & Forecasting	Understands how work is measured, priced, valued and forecast. Challenges unrealistic rates, productivity assumptions, cost allowances and unsupported forecasts, and ensures current information is reflected in the commercial position.
Risk, Change, Claims & Dispute Management	Identifies contractual and financial exposure early, maintains appropriate evidence and directs proportionate strategy for change, claims, extensions of time, loss and expense, negotiation and formal dispute resolution.
Cash, Valuation & Final Account	Drives accurate applications, certification, debt recovery, retention release and final-account closure. Understands statutory and contractual payment mechanisms and uses commercial leverage appropriately without damaging legitimate long-term relationships.
Commercial Systems, Data & Governance	Ensures COINS and approved systems contain accurate, timely and auditable information. Maintains strong approval, delegated-authority and record controls and uses data to identify trends, challenge performance and improve decision-making.
Client Care, Negotiation & Commercial Leadership	Communicates complex commercial issues clearly, negotiates from an evidence-based position and maintains credibility with clients, consultants and supply chain. Balances commercial protection, delivery realities, reputation and long-term value.

STATOM BEHAVIOURAL COMPETENCIES

The Commercial Director is expected to demonstrate Statom Group's behavioural competencies consistently in how the role is performed and how the commercial function is led. Particular emphasis for this role applies to:

STATOM BEHAVIOURAL COMPETENCY	WHAT GOOD LOOKS LIKE IN THIS ROLE
Drives Performance	Sets clear commercial standards and priorities, holds owners to agreed actions and timescales, challenges weak performance and ensures issues are driven through to resolution. Maintains focus on margin, cash, risk, delivery and quality of information.



STATOM BEHAVIOURAL COMPETENCY	WHAT GOOD LOOKS LIKE IN THIS ROLE
Understand Stakeholder Needs	Understands the priorities and pressures of the Managing Director, Operations, Finance, clients and project teams. Provides practical commercial advice that protects Statom while supporting safe and effective delivery and clearly explains consequences and trade-offs.
Builds Trusted Relationships / Networks	Builds credible relationships across the business and with clients, consultants, advisers, subcontractors and suppliers. Communicates clearly, follows through on commitments and challenges constructively without compromising commercial discipline.
Commercial Judgement	Makes timely, evidence-based decisions that balance margin, cash, contractual entitlement, risk, programme, client relationship and long-term value. Recognises when risk should be accepted, mitigated, priced, negotiated or escalated.
Bigger Picture View	Connects project-level commercial decisions to Statom's wider business strategy, capacity, reputation, risk appetite, pipeline and financial position. Avoids local decisions that improve one metric while creating wider cost or exposure.
Open to Change	Uses data, lessons learned, feedback and new technology to improve commercial systems and ways of working. Adapts constructively when business priorities, market conditions, contract models or project risks change and leads others through change.

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 the role.
- Specific annual objectives are intentionally kept outside the contract of employment so that they can evolve from year to year without requiring a contractual variation.
- Performance assessment should consider the quality and sustainability of outcomes, not only headline financial results. Accuracy, integrity, governance, risk management, leadership and behaviours are relevant to the overall assessment.
- Evidence may include project and portfolio performance, CVRs and forecasts, cash and debt information, audit outcomes, contract/change records, client and stakeholder feedback, team performance, completion of PDR actions, succession and capability development, and delivery of agreed improvement priorities.
- A serious failure in integrity, contractual governance, financial control, reporting accuracy, compliance or leadership may materially affect the overall performance assessment even where individual financial measures appear positive.



INDICATIVE PERFORMANCE AND BONUS MEASURES

The measures below provide an indicative structure for assessing the individual performance contribution of the Commercial Director. They do not create a guaranteed bonus entitlement and do not replace the terms of the employment contract or any applicable bonus arrangement.

Commercial & Financial Performance - 30%

Measured against:

- portfolio/project margin and profitability;
- accuracy and timeliness of CVRs and forecasts;
- accuracy of cost-to-complete and liability reporting;
- early identification and recovery of adverse commercial trends; and
- delivery of agreed commercial improvement and recovery actions.

Cash, Working Capital & Commercial Recovery - 20%

Measured against:

- accuracy and timeliness of applications and valuations;
- certification and cash collection;
- recovery of variations, additional works and contractual entitlements;
- reduction in aged debt and recovery of retentions; and
- timely agreement of client and supply-chain final accounts.

Contract, Risk & Governance - 20%

Measured against:

- quality and timeliness of contract and tender risk reviews;
- timely and accurate contractual notices and change control;
- quality of supporting records, risk registers and dispute strategy;
- compliance with delegated authority, approval and procurement controls; and
- audit outcomes and reduction in unidentified or unmanaged commercial exposure.

Strategic Growth, Tender & Client Outcomes - 15%

Measured against:

- quality of commercial input to bids, adjudications and tender handovers;
- risk-adjusted contribution to sustainable revenue and margin growth;
- client relationship quality and repeat-business contribution;
- commercial support for strategic opportunities and market development; and
- delivery of agreed strategic commercial priorities.

Leadership, Capability & Statom Behaviours - 15%

Measured against:

- leadership, accountability and quality of decision-making;
- completion and quality of PDRs, succession and development actions;
- development and retention of commercial capability;
- cross-functional collaboration and stakeholder feedback;
- consistent demonstration of Statom behavioural competencies; and
- continuous improvement, integrity and professional standards.

Bonus Governance

Any bonus remains non-contractual and discretionary and is governed by the employee's contract of employment and any applicable Company bonus arrangements. The measures above inform the individual performance assessment only. Any award and its amount will also take account of the financial and operational performance of the Company and/or Group, including profitability, cash performance, strategic delivery, affordability and any other relevant business circumstances.



For the first year, individual objectives and performance measures will be agreed following commencement of employment once the postholder has had an appropriate opportunity to understand the role and business priorities. Objectives may be refined during the review period. Any first-year bonus award may be pro-rated in accordance with the employment contract and applicable bonus terms.

EDUCATION, QUALIFICATIONS AND PROFESSIONAL DEVELOPMENT

Essential / Required

- Substantial senior commercial management or quantity surveying experience within construction, civil engineering, groundworks, structures, remediation or a comparable specialist contracting environment.
- Demonstrable experience leading commercial performance across multiple projects and/or a significant portfolio.
- Strong working knowledge of CVRs, cost control, forecasting, cash management, applications, variations, claims and final accounts.
- Strong working knowledge of construction contracts and contractual risk, including JCT, NEC and/or bespoke forms relevant to the business.
- Proven experience leading, developing and holding accountable commercial teams.
- Strong negotiation, analytical, communication and stakeholder-management capability.
- Ability to provide credible commercial challenge and assurance at Managing Director and senior leadership level.

Desirable

- Degree or equivalent qualification in Quantity Surveying, Commercial Management, Construction Management or a related discipline.
- MRICS, MCIOB or other relevant professional membership or chartered status.
- Practical experience using COINS or a comparable construction financial/commercial management system.
- Experience of complex claims, adjudication, mediation or other formal dispute-resolution processes.
- Experience operating within a multi-entity group or specialist contracting environment.

GENERAL ACCOUNTABILITIES

- Comply with 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 actions or omissions and promote commercial decisions that support safe delivery.
- Maintain confidentiality and protect commercially sensitive, employee, client and supply-chain information.
- Use Company systems and records accurately and in accordance with data-protection, information-security and record-retention requirements.
- Raise material commercial, contractual, 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 Commercial 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.



STATOM GROUP

CIVIL ENGINEERING • REMEDIATION • GROUNDWORKS • STRUCTURES

Employee name	
Employee signature / date	
Manager signature / date	