



Annual Report

Year Ending Nov 2021



"strength in construction"

65
YEARS

SERVING
CLIENTS SINCE
1956

John Deere, Newark (Farol Ltd)

Our Joint Venture (JV) team worked in partnership with the landowner to attract John Deere to the site in Newark.

Up against other competitive sites, the JV team was able to pull together a comprehensive proposal using Lindum's expertise and resources including design, planning and construction, along with recommendations from other John Deere dealerships and group subsidiary company Wirtgen, which had previously worked with Lindum.

The successful conclusion resulted in the client having a purpose-built facility in a prime location; the landowner achieving their objectives; Newark & Sherwood District Council attracting a major company to the area and Lindum carrying out the associated design and construction works, thanks to the development management expertise of our JV team.

Design input was a particular feature with the in-house team working closely with the client to ensure the final space matched their needs and exceeded expectations and visitors continue to be wowed with the views overlooking the impressive showroom from the first floor meeting rooms.

"teamworks"

*The people who made
this possible include...*



SAM PEARSE
Design



ROBERT JAYS
Planning Manager



DAVID JOLLIFFE
Site Manager



MARK LEASON
Construction Manager



MARK KING
Design Coordinator



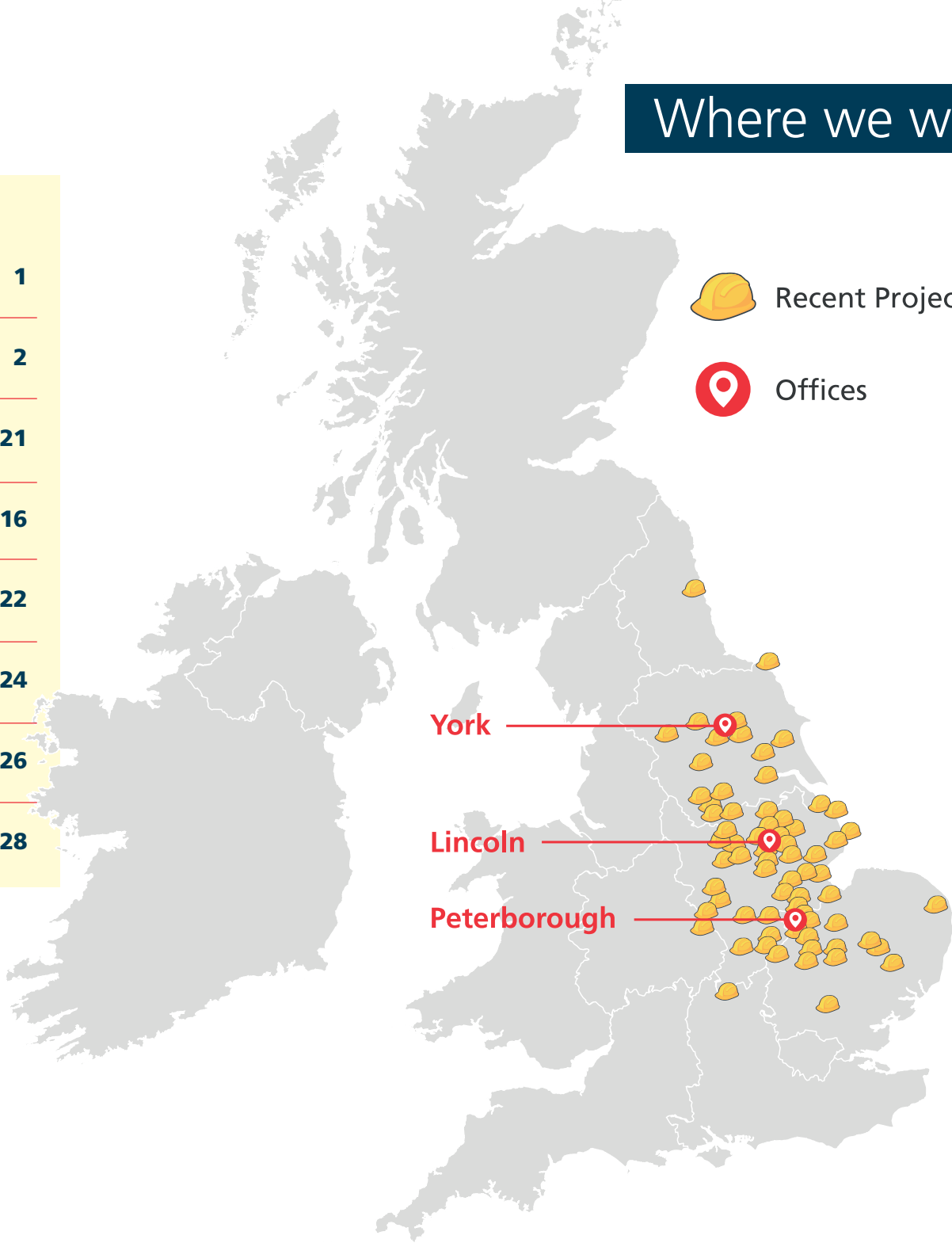
Where we work

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 Recent Projects

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Chairman's statement

Clearly, we live in turbulent times. Brexit, Covid and, after the year end, the invasion of Ukraine - a country fighting for freedom and prosperity, for all. Climate change and carbon targets will be our ongoing challenge, as is Health and Safety on our sites and in life.

During such times, it feels almost inappropriate to talk about success or failure in business, but life has to go on, as people's jobs matter to all of us. Hearteningly, I have witnessed lovely scenes of assistance by individuals at Lindum and elsewhere in the community to help the Ukrainians, forced to live away from their homes, and we shall continue to encourage and help that wherever and whenever we can.

So, our 65th year was a healthy one for Lindum, as our margin stayed positive and increased to 4%, which is a very good effort by the whole team. We have a cash positive and debt free balance sheet that speaks volumes for our commitment to stay the course and do a good job, whenever we can. The housing market was a particularly welcome fillip in the year. As always, we invest and retain our earnings for the long term sustainability of the business, which is owned by all of its working employees.

This 65th year also came with 34 commendations, a record, in writing from clients and two complaints (yes, our fault) to me directly - an example of good beef (product)

and sometimes special delivery (service), the two important criteria for Lindum retaining its reason and rationale for its existence and success for the next period of business.

I am sure that people will agree that 65 years is quite a feat in construction - there are many people to mention from Lindum past and present, but it is appropriate to thank some of those today, for setting a good base for our progress over the years, from their commitment to fixing and doing things in a practical way (still vital to us), employing our own people and knowing them well (key to Lindum), sharing that success with a genuine approach to 'one for all, all for one', with the best argument winning the day, so selection of tenders and relationships is an empowered, team approach. We thank many, including my father, John Chambers, a civil engineer and a nice man, surely the industry's first (1988) female Chair (energy and action) Mrs Brown, and then many significant influencers, including Stuart Tindall, George Whitaker, Ken Wood, Dick Hudson, Dom Kelly, Tony Banks, and many more, all past and remembered, thank you.



Lastly, we continue to make good preparations for the succession in the business, with Freddie and Edward Chambers, our two sons, taking on more responsibilities across the business, with able support from the Executive Board and divisional director team, plus different age groups across the divisions, and a culture at Lindum which remains responsible, caring and practical, with nearly 600 shareholders helping 'teamworks', which means that we try very hard to make a difference to what customers ask us to do.

A big thank you to clients, suppliers, employees, subcontractors and our advisers for all their help and contribution, which we do appreciate.

David Chambers

Kevin joined Lindum in 1985 as a Quantity Surveyor before becoming MD of our Building and Maintenance Service division in 1990. He was appointed to the Executive Board in 1998 and, most recently, became MD of Lindum Construction in 2020. Three of Kevin's four sons also work for Lindum.

David is the youngest son of the founder John F Chambers, who started Lindum in 1956. Born in Lincoln, David worked in the City and, as a former competitive tennis player, ran his own tennis business before joining Lindum in 1988. He became a Director in 1990 and Chairman in 1991. David is Deputy Lieutenant for Lincolnshire and, amongst his other duties, is Chair of East Midlands Business Angels and a Director of Investors in Lincoln.

Simon joined Lindum as a Construction Manager in 1998, from Bowmer & Kirkland, becoming MD of our Construction division in 2001 to 2020 and being appointed to the Executive Board in 2004. Simon oversees the Group's Health & Safety and is involved with business development activities, with a particular focus on the Food sector.

Edward trained in Mechanical Engineering, getting a master's degree from the University of Bristol, and worked in the City for the Royal Bank of Scotland and Charles Stanley Group before joining Lindum in 2013. Starting in a business development role, he went on to be General Manager of Lindum Plant and was appointed to the Executive Board in 2016. He is now Joint Group MD with his brother Freddie.

Stuart is a Chartered Surveyor and joined Lindum in 2005 as a Development Manager in our JV division, going on to become MD of the division in 2015. He was appointed as a Group Director in 2019. Previously Stuart worked at Thornton Firkin as a Quantity Surveyor from 2000 to 2005. He has been instrumental in the success of the company's land-based projects.

Freddie joined Lindum in 2012 as Business Development Manager and was appointed to the Executive Board in 2016. As a Chartered Surveyor, he started his working career in residential estate agency before moving into commercial property working for Asset Management companies in London. Freddie is Joint Group MD with his brother Edward.

Board of directors

Pat joined the Board of Directors in 2020 after retiring as Area Director for NatWest Commercial Banking. He offers over 30 years' experience of working in Greater Lincolnshire and, amongst his other responsibilities, is Chair of the Greater Lincolnshire LEP, an advisory board member of The University of Lincoln International Business School as well as member of the local Employment and Skills Board.

Robbie was appointed a Group Director in 2015. Robbie gained a degree in Pure Maths from Durham University, going on to work at the Royal Bank of Scotland in the City before joining Deloitte in 2005 as a Chartered Accountant and Chartered Tax Advisor in Manchester. He joined Lindum as Finance Director in January 2014, taking over responsibilities and duties from his father, Herman Kok.



“

To see the vision we had for the school come to fruition and those first pupils step foot over the threshold is wonderful. This fantastic new building will provide a safe and secure environment for its pupils to flourish, within an ever-growing neighbourhood.

”

Mike van den Berg, Senior Development Manager, Urban&Civic



Christ Church CofE Primary School, Newark

The creation of a flagship building as a new school at the Middlebeck development in Newark was awarded to Lindum through a two-stage tender process by Urban&Civic.

Our Construction team led the project through design and build, working closely with the group of interested parties which included designers, project managers, engineers, energy performance specialists, the Diocese of Southwell and Nottingham and the end users.

Thanks to the well-managed, close collaboration throughout the project Lindum, along with its supply chain, was able to deliver a successful, modern, high quality learning environment which met the ambitious expectations of the end users, came within budget and was open for the new educational year.

During the project the team faced significant challenges including severe weather, Covid and design issues but the school, consisting of seven classrooms, a large nursery, an open-plan library, sports hall and dining hall opened its doors to the first pupils in September 2021.

“teamworks”

Lindum Teams involved in this project included Construction, Plant, Waste Recycling, Joinery, KGM Roofing and Security



MARK ROBERTSON
Construction Manager



ANDY FOSTER
Site Manager



KATIE FREEMAN
Assistant Site Manager



CALLUM MACGREGOR
QS



ROB WRIGHT
H&S

Our Services

Construction is our core activity but over time we have grown to provide other services which meet both our business needs and those of our clients.

From waste recycling and land finding to vehicle maintenance and bespoke joinery, we have a comprehensive range of functions, which are outlined below.

Despite the diverse nature of our business, our unrivalled priority continues to be the **health, safety and wellbeing** of our employees, clients, partners and the communities in which we live and work.

With the help of our Health & Safety team and the ongoing investment in training, we remain committed to the highest standards of care, practise and awareness throughout all of our activities.



Construction

Construction remains our primary business. We have a proven track record of delivering successful projects up to £20m in value, working predominantly across East Midlands, Yorkshire and East Anglia.

However, many customers benefit from our experience and know-how long before building work starts on site. The pre-construction capability of our in-house teams of planners, designers, engineers and technical experts means we work with clients from 'concept stage' at the very beginning of their project.

Early engagement enables us to ensure clients' ambitions are fully realised, whilst also managing the risks and opportunities and achieving best value for money. This collaborative approach has been of great value to clients, particularly during the difficult pandemic and post Brexit period.

It also allows us to share our knowledge of sustainable construction before a building's design is complete, which is crucial to clients as they navigate changing

Government regulations and prioritise the carbon footprint of their projects.

Much of our work is negotiated with our repeat clients. Frameworks provide a source of new and repeat Public sector work and we continue to be strong at tendering; committing resources to provide well thought-out project programmes and competitive pricing.

New Build - The breadth of our business means we are particularly reliable on multi-faceted projects which require multiple construction services. We can utilise our own roofing, joinery, waste and plant hire services to help projects run smoothly.

To support this, we have cultivated a strong and dependable network of specialist sub-contractors over many years. Investment in our supply chain - in terms of providing assistance, training and continuity of work - means we have only the best companies working with us.

During the year we completed several new build projects which included the design and build of industrial units for St Modwen at Swinderby, Bishop Burton IOT at Beverley (**see page 9**), Lincs & Notts Air Ambulance HQ, Christ Church CofE Primary School (**see page 3 opposite**) and

John Deere (**inside front cover**), both at Newark. We also completed several affordable housing developments for repeat clients, with Yorkshire Housing, Longhurst, Waterloo and Platform (**see page 11**) to name a few.

Refurbishment, Extensions and Alterations - These typically complex projects require extra expertise upfront in pre-construction to understand the existing building and how it may be safely and successfully worked on.

We benefit from having many of our own tradespeople, who can provide an extra level of control and skill on these difficult jobs.

Our excellent track record of working in busy live site environments makes us a preferred choice for clients' on-site teams, as we can be trusted to ensure continuity of operations and minimal disruption, as well as safe methods of work at all times.

During the year, we completed several refurbishment projects which include the 'hub' (National Craft and Design Centre) at Sleaford (**see page 13**), those featured on **pages 15-16** and the re-roof for British Sugar at Cantley (**see page 7**).

Bramley Grove, Heighington

A unique development of five exceptional properties by our private housing team, Lindum Homes.

Every Lindum Homes development is distinctive, with meticulous care and attention given to creating places where people desire to live and Bramley Grove is no exception.

Individual, stone built homes in an orchard setting and accessed via a private driveway in Heighington, near Lincoln.

"teamworks"

*The people who made
this possible include...*



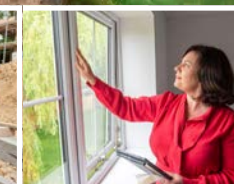
FREDDIE HIND
Apprentice Bricklayer



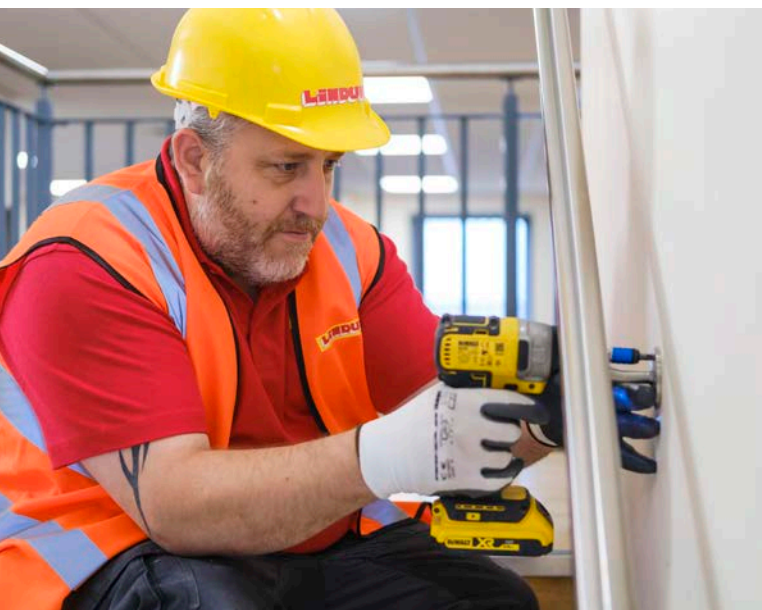
JAMIE COCKS
Site Manager



JON REDMILE
Bricklayer



REBECCA HURST-MILLER
Sales Director



Property maintenance and repair

We provide both planned and reactive repairs and maintenance support for our clients, including regional housing associations, Lincolnshire Co-op, Siemens Energy, Yorkshire Police and many other businesses in Lincoln, Peterborough and York areas.

We have an on-call crew of fully equipped, directly employed operatives who are available round the clock to provide practical help during emergencies. In addition, our team of maintenance experts assist with planned programmes of repairs to ensure clients' buildings remain in full working order.

Planned maintenance includes 'hard FM' such as checks on your building systems including fire alarms, intruder alarms and emergency lighting, and that your building components are in good working order. We can carry out

minor preventative maintenance such as replacing lamps, adjusting fittings and clearing blockages etc, repairing minor defects before they turn into expensive repairs.

Our operatives include joiners, decorators and multi-skilled operatives. Employing our own trade teams means we can vouch for the quality of the work and its delivery.

Our maintenance programmes are individually tailored to clients' requirements, depending on the size, complexity and age of the building(s), and the level of service required.

During the year the team handled 10,355 jobs, of which 1,289 were out of hours call outs.

Joint ventures, development and land

The Joint Venture team offers turn-key land finding, design and build solutions for clients. We also deliver commercial, industrial, retail, leisure, petrol filling stations and truck stops, mixed use development and affordable housing schemes working in conjunction with partners and stakeholders.

Our in-house team has extensive experience of development activities and is able to provide advice and guidance on all facets of the increasingly complex and hard to navigate planning process. We carry out our own technical land due diligence, looking at issues such as flood risk, drainage strategy, ground conditions, contamination, utilities, highways and ecology.

Our planners take applications through the planning process, managing and liaising with the wider consultant team to deliver a comprehensive planning proposal which has a high chance of success.

We have land available ourselves, and via our joint venture partners, are able to offer both freehold and leasehold opportunities.

An example of where our team has been instrumental in delivering a project can be found on the inside front cover John Deere, at Newark at a site where we have also established the Wirtgen Group UK HQ and more recently a Starbucks drive-thru.



British Sugar, Cantley

The Food sector continues to be an area of expertise for Lindum with a number of longstanding repeat clients. This project was carried out by our specialist roofing and cladding team, KGM Roofing, to replace the original corroded metal roof and wall cladding on the Driers Building at the British Sugar site at Cantley.

Our expert team was able to strip off the old roof and walls and replace with modern composite cladding panels. As part of the works our team installed GRP translucent wall panels to allow natural light into the building to reduce lighting costs and enhance the interior.

The Driers Building was originally constructed in 1912 and since then the rest of the plant has effectively grown around it. The challenges included ensuring safe access and working in a live manufacturing environment as the business continued its day-to-day operations throughout. In order to achieve this, we called upon our trusted supply chain to install a suitable scaffold system, with walkable safety net system which provided secure access to all areas needed and enabled our team to carry out the safe installation of the replacement purlins, new roof and wall cladding.

For the transformation, the team installed 1700m² of composite roof cladding and a total of 2100m² of composite and GRP translucent wall panels.

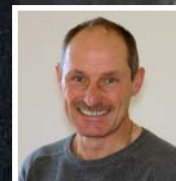
"teamworks"



BRIAN O'ROURKE
Contracts Manager



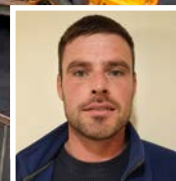
MARK HOLLAND
Draughtsman



SEAN ROWLAND
Site Foreman



SHANE ROWLAND
Site Operator



JOHN MCNAMARA
Site Operator

*The people who made
this possible include...*

Roofing & cladding

Specialist roofing and cladding division, KGM Roofing, has been part of Lindum Group since 1970 and provides a nationwide service from our offices in Peterborough.

We survey and inspect commercial roofs and cladding, then offer repair and replacement solutions, for which we have an excellent track record and are experts at working above live environments.

The team of directly employed, experienced operatives are skilled and trained in a wide range of roofing and cladding systems, particularly with Kingspan, Eurobond and Kalzip roofing technologies.

With a wealth of experience in the Commercial Roofing sector, having successfully completed an extensive number of diverse projects, clients can be assured of the quality, safety and programme of work offered.

Direct commercial and industrial clients include Siemens, Perkins Engines and DS Smith, which use us repeatedly to attend to their properties with our over-cladding solutions, which involve installing a new, permanent, watertight roof above the old, damaged leaky one, all with no interruption to business activities below and, therefore, no loss of earnings.

Recent investment in drone technology has enabled us to offer building surveys to clients quickly, safely and at a much-reduced cost. We use cutting edge cameras and our own drone pilot to provide insight into the condition of buildings, while our thermal imaging technology can shed light on opportunities to prevent heat loss.

An example of the kind of projects KGM carried out during the year can be seen opposite on **page 7** for British Sugar at Cantley.



We offer inspections, surveys and maintenance including gutter clearing and small repairs, which is all part of the service provided by KGM.

Further information can be found at:
 www.kgmroofing.com



Market Housing



Lindum Homes is our market housing business which designs, builds and sells new homes on the open market in and around Lincoln, and Lincolnshire. Known for its attractive developments, high build quality and excellent customer care, Lindum Homes is one of Lincolnshire's leading house builders.

On average, Lindum Homes sells 50 properties per year. However, following the national trend, sales have been higher, with 68 properties sold during the year and 69 reported the previous year. Details of one of the developments, Bramley Grove in Heighington, can be found on page 5.

Our talented and experienced team includes designers, site managers, bricklayers, joiners, groundworkers, sales advisers, a customer care tradesman, gardener, buyer, quantity surveyor, land buyer and administrators, supported by a small number of specialist sub-contractors and suppliers.

Details of the Lindum Homes' developments and homes for sale can be found on:

 www.lindumhomes.co.uk

Great Homes, Great Locations

 |  @LindumHomes |  @lindumhomes

Institute of Technology, Bishop Burton College, Beverley

Our team in York built this new facility for Bishop Burton College at its Beverley campus.

The £1.7m Yorkshire and Humberside Institute of Technology was created to provide cutting-edge agricultural education, specialising in the delivery of high-level technical qualifications. The centre focuses on precision farming systems which can transform food production techniques, including satellite technology.

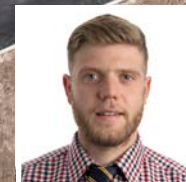
The building incorporates a teaching workshop, classrooms, welfare areas, storage space and common/social areas, along with offices and plant rooms.

The college continued to operate throughout the project and our on-site team worked closely with the client to ensure the safety of students, staff and animals. We were delighted to host various visits during the build which included the college's own bricklaying students who were able to get some experience learning their craft in a real construction environment.

This was one of two projects Lindum carried out for Bishop Burton College, the other being at the Lincolnshire campus. Bishop Burton worked with a consortium of other education providers and businesses in the regions to successfully bid for funding from the Government's Institute of Technology programme to build the two centres.



“teamworks”



BEN MARRIS
Site Manager



KIERAN BOND
QS



DOMINIC KIDD
Engineering

*The people who made
this possible include...*

Plant hire and fleet maintenance



Hire: The Plant team provides equipment hire and related services, including earthworks/bulk excavation, transport, aggregates/tippers, haulage, hiab and fleet vehicle maintenance from their workshop in Lincoln.

As a leading regional plant and equipment hire business, the team has a wide range of equipment for hire and, if needed, experienced operatives. In addition, we provide package projects such as site clearance, bulk excavation and earthworks, as well as vegetation strips, soil removal, temporary and permanent car parks and concrete yards.


During the year the team carried out muckshift/ground preparation services for our own projects including St Modwen at Swinderby, Riseholme College, Manor Fields housing site in Washingborough, Discovery Court in Lincoln and John Deere (**see inside front cover**). In addition to supporting our in-house teams, Lindum Plant also looks after a wide number of clients from differing sectors, including agricultural, events and construction.

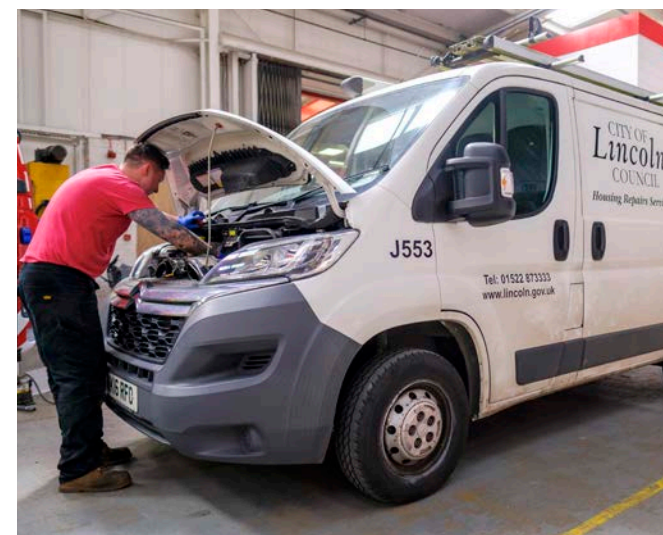


Maintenance: The Plant team provides vehicle and equipment maintenance service from their large workshop in North Hykeham. Among the vehicles entrusted to our team of engineers, mechanics and technicians is the fleet of fire appliances and equipment used by Lincolnshire Fire & Rescue with 181 fire engines serviced in the year alone.

East Midlands Ambulance Service, Thames Ambulance Service, LIVES first responders, St John's Ambulance, LACE Housing Ambulance, East of England Ambulance, Network Rail Response and Lincolnshire Police also use our Lindum Plant team to keep their vehicles on the road. The team performed 1,251 MOTs on Lindum and client vehicles during the year.

Lindum Plant works closely with Lindum Waste Recycling team and share a website:

 www.lindumplantwaste.co.uk



We thank our partners at Harborough District Council and Lindum Group for their hard work and look forward to working in partnership again in the future to deliver more beautiful homes and places for many more people to live in.

Elizabeth Froude, Group Chief Executive, Platform Housing Group

Rose Hill, Market Harborough

Partnership housing is a particular area of expertise for Lindum, working for housing association clients and local authorities for many years, helping to deliver quality, affordable homes in and around communities, in which we operate.

Working in partnership with repeat client Platform Housing Group, our Peterborough team completed 25 high quality affordable homes on Sturgis Road in Market Harborough. The road was named after two local brothers, Ben and Samuel, who sadly lost their lives in the First World War and their great niece was at the official opening.

There were various challenges during this project, these included the impact of Covid and material shortages, as well as site specific issues surrounding differing ground levels. However, the homes were completed to the great satisfaction of the client and the new residents.

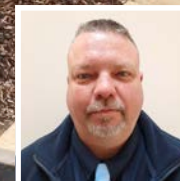
Our team went out of their way to help one family in particular, when they heard of their mobility difficulties, they carried out modifications to incorporate aids and adaptations to their new home free of charge.

"teamworks"

The people who made this possible include...



COLIN KNIGHT
Construction Manager



DARREN WARNER
Site Manager



JEFFREY AMPONG
Site Manager



Waste recycling

We offer skip hire and waste recycling for domestic and commercial customers from our Lindum Waste Recycling centre based at Saxilby, near Lincoln.

As part of our efforts to improve our environmental performance we continue to invest in ways to reduce the amount of waste we send to landfill, currently recycling over 99%. Through our continued investment, innovative techniques and equipment our team segregates waste into as many recyclable materials as possible.

During the year, Lindum Waste Recycling centre handled 42,000 tonnes of waste which equates to 167 tonnes per working day, of which 99.31% was diverted from landfill. Operating a fleet of eight skip lorries and four roll-on-roll-off lorries, the team has a mix of 731 skips and 153 containers in circulation - from open top skips, with or without drop doors, for ease of loading and enclosed skips where security is important and, for large loads, we have roll-on-roll-off skips.

For more information about Lindum Waste Recycling visit  www.lindumplantwaste.co.uk

Bespoke joinery

We offer a comprehensive bespoke joinery service, from advice, design and manufacture through to installation for both business and private individuals.

The team of experienced cabinetmakers and bench joiners make high quality products including windows, doors, door sets, porches and conservatories all from the modern 12,000 square foot workshop at Lindum Business Park in Lincoln. The team's skills are often employed on heritage and restoration projects.

Major contracts are in the commercial and leisure industries. Working with architects we offer practical solutions to their designs in the following areas: receptions; offices; hospitals; boardrooms; bars and schools.

The timber used by the team, including softwood, oak, ash, iroko and various other hardwoods for manufacture is all kiln dried and from FSC approved sources. We use water-based primers and lacquers as standard and finishing takes place in our specially designed spray facility.

During the year, the team worked on a wide variety of projects which included reception counters for Christ Church CofE Primary School (**see page 3**), outside planters for the University of Lincoln and ticket office and bar counter for The Drill in Lincoln.

For more information about Lindum Joinery visit  www.lindumjoinery.co.uk



'hub' (National Centre for Craft & Design) Sleaford

As a local construction company Lindum was delighted to be appointed by North Kesteven District Council to carry out a major refurbishment of the National Centre for Craft and Design in Sleaford.

Lindum worked closely with NKDC and Sleaford Town Council to remodel the building to create a modern, accessible, fit for purpose facility which included the design and construction of a single storey ground floor extension of 200sqm.

The £1.2m refurbishment created a ground floor gallery, performing arts and workshop spaces, an extended CaféBar with doors opening on to an al fresco terrace overlooking the River Slea and retail space selling handmade craft products and gifts.

The venue continues to support local artists while offering flexible space to meet the

needs of the wider community and includes provision for children, meetings and events. It also has office space which is now home to a local software company which relocated there, retaining employment in the town.

Following the transformation, the newly named 'hub' opened its doors to the public in May 2021 and was awarded 'Best Project Under £5m' at the Pagabo Awards (February 2022).

"The works will increase its importance as a local hub, along with added conferencing facilities and space for local business MRI Software, as well as growing its significance nationally as a centre for craft, the arts and all it's known for already."

Lindum was awarded this contract through the **PAGABO** construction framework.

hub
A national centre
for craft & design

"teamworks"



PAUL JENKINSON
Construction Manager



BRYAN PALMER
Site Manager



DARREN STAPLES
QS

Lindum teams involved included: BMS, Plant, Waste Recycling, KGM Roofing and Lindum Decorators.



Properties to let

We provide a range of business space to rent on our three Lindum Business Parks at Lincoln, Peterborough and York, this includes commercial, industrial and office units, as well as managed workspace.

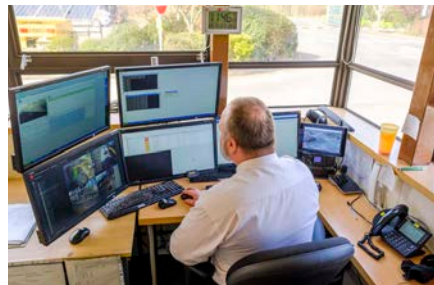
Our Business Parks are home to some 57 tenants, with over 40 being based at our Lincoln site. With rental accommodation ranging from small industrial units, starting at 1,000 sq ft to 25,000 sq ft and office accommodation from 125 sq ft to 28,000 sq ft. We have a diverse range of tenants delivering manufacturing, healthcare, charity, technology, food and other services, along with our own operational premises. All our properties are monitored 24/7 by our Security team.

We are always happy to support tenants, ranging from our smallest start-up business to our multi-nationals and we try to make the process of renting a property from Lindum as hassle free as possible.

At the start of 2022 we had a 100% occupancy.

Security

We have our own Security team, based on Lindum Business Park in Lincoln, providing 24 hour (live) CCTV monitoring for premises and construction sites and for the local community.



We offer a one-stop shop for camera surveillance, security patrols and key holding services to many clients throughout the Lincoln area. In addition, our security team offers its expertise in designing and installing security monitoring systems.

During the year the team installed new security systems for clients and had some 413 cameras in action at any one time, including some heat detectors and also invested in a solar powered mobile security rig.

Our clients

Lindum looks to build relationships with its clients and, by getting to know them, we learn about their businesses and what they need, so we can provide effective solutions and the best service possible. Our approach of taking care of our clients is reflected in the amount of repeat business we gain and the number of long standing clients with whom we have a relationship with.

Lindum is able to offer a comprehensive in-house service for clients, from land sourcing and design and build through to maintenance and repair, delivered by our team of directly employed, skilled and reliable workforce.

We work with private and public sector clients across a number of sectors including:

- *Food manufacturing*
- *Commercial*
- *Industrial*
- *Affordable housing*
- *Education*
- *Health*
- *Leisure*
- *Blue light*
- *Retail*
- *Local authorities*

Lindum also has a long history of working for and partnering with the public sector. Lindum is an approved contractor on a number of frameworks which provide a modern, easy-to-use and flexible way of working, fully compliant with procurement rules, for our public sector clients - see page 15 and 16 for further details and examples of framework projects.

Framework projects

Construction frameworks enable local authorities, schools, academies, housing associations and other public bodies to comply with Government procurement regulations whilst engaging directly with Lindum. Frameworks allow us to build and maintain mutually beneficial relationships with our public clients and offer an agile solution to lead projects from inception through to completion. Collaborating with clients on longer pipelines of work gives Lindum the opportunity to understand clients' business objectives, key project drivers and value for money priorities that helps us deliver best value.

Lindum has successfully passed the rigorous selection process and is currently an approved contractor for 18 frameworks including SCAPE Regional Construction framework, Pagabo and YORbuild, along with several other frameworks which include the West Yorkshire Police framework.

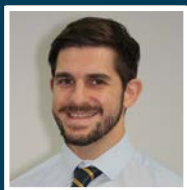
Lindum Group Framework Team:



MATTHEW JONES
Group Framework Manager



HAYLEY COMPTON
Group Framework Coordinator



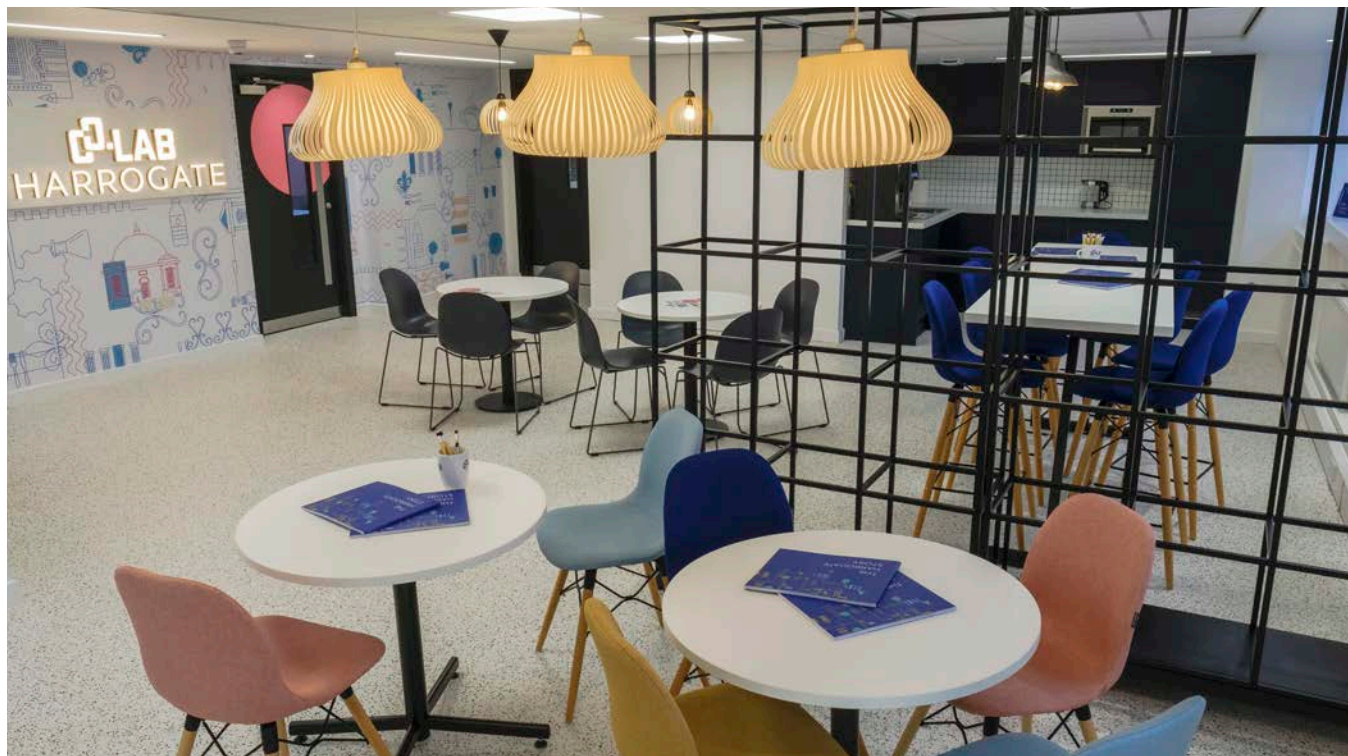
JAY MALLIA
Framework Manager



STEVEN DUCKERING
Framework Manager

Here are some examples of the projects we carried out during the year as well as 'hub' (NCCD) Sleaford featured on page 13.

Harrogate Borough Council, Springfield House



A £500,000 refurbishment project to create the Harrogate Co-Lab.

The transformation of the old Borough Council's offices, Springfield House, inside the town's Convention Centre forming a 'digital incubator' where businesses can access information about funding and investment, supply chain, help with talent recruitment and other advice, designed to help tech businesses thrive.

The venue also offers a modern office space with co-working desks and lounge area, 10 serviced offices with space for up to 10 people, high-speed secure broadband, meeting rooms, kitchen area and shower facilities.

Delivered through Pagabo's Refit and Refurbishment Framework. **PAGABO**

SCAPE & Pagabo performance over the last four years:



EMAS Grantham Ambulance Station

The pandemic put added pressure on the EMAS fleet which meant additional space was urgently needed to service and replenish their ambulances faster. Our in-house designers worked closely with station operators to understand how they used the space which enabled them to design the new extension to reduce turn-around times by 20%. Early client engagement allowed us to collaborate with our supply chain to ensure construction works did not impact existing live operations. Works included an appliance bay extension and refurbishment of staff welfare facilities.

*Delivered through the
SCAPE framework.*



DARREL GARNER
Construction Manager



NIALL FORBES
QS



ANDY STARSMORE
Working Forman



Lincolnshire County Council Offices Re-roof and PVs

Lincolnshire County Council's City Centre HQ campus is situated within a conservation area, with one of the properties being Grade II listed, dating back to the early 19th Century. Our brief was to improve staff working environment, find a viable re-roofing solution for the main HQ building, reduce energy bills, and help protect the structural integrity of the County Offices and Orchard House B.

Our pre-construction team used our in-house drone pilot to do an aerial survey of the building to produce a photometric 3D building model to an accuracy of less than 10mm. The architect and structural engineer used the model to design a roof solution which negated the need for costly scaffolding and traditional survey techniques saving over £30k, 50% reduction on timescales and no impact to building users.

The site is home to some 500 + employees but, by being involved early Lindum was able to work closely with our supply chain and communicate our construction plan

effectively to client stakeholders and staff and maintain continuity of business throughout the delivery stage. Works included new insulated roofs, 100 new windows, 20 new curtain walling sections and 134 photovoltaic panels.

*Delivered through the
SCAPE framework.*



SIMON HOPE
Construction Manager



ANDY CARPENTER
Site Manager





Our people

Our people set us apart from other companies; the majority own shares in the business and many are skilled tradespeople maintaining our practical approach to construction. With over 600 employees working across 12 divisions, from offices based in Lincoln, Peterborough and York, we have the expertise and resources to successfully deliver projects for clients in the East Midlands, Yorkshire and Peterborough regions.

We remain committed to developing our employees and **apprentices/trainees** play an important role in ensuring we have the right skills to meet the needs of our clients now and in the future. Of the 17 apprentices, during the year, seven successfully completed their training and continued their career with Lindum working in their chosen trades and a further seven apprentices were recruited.

Our supply chain partners are an integral part of our team. We seek long term relationships with our suppliers and sub-contractors and many have worked with us for years as we ensure they are treated fairly, including prompt payment as agreed and include them on various training and development courses, where appropriate.

Taking care of our people...

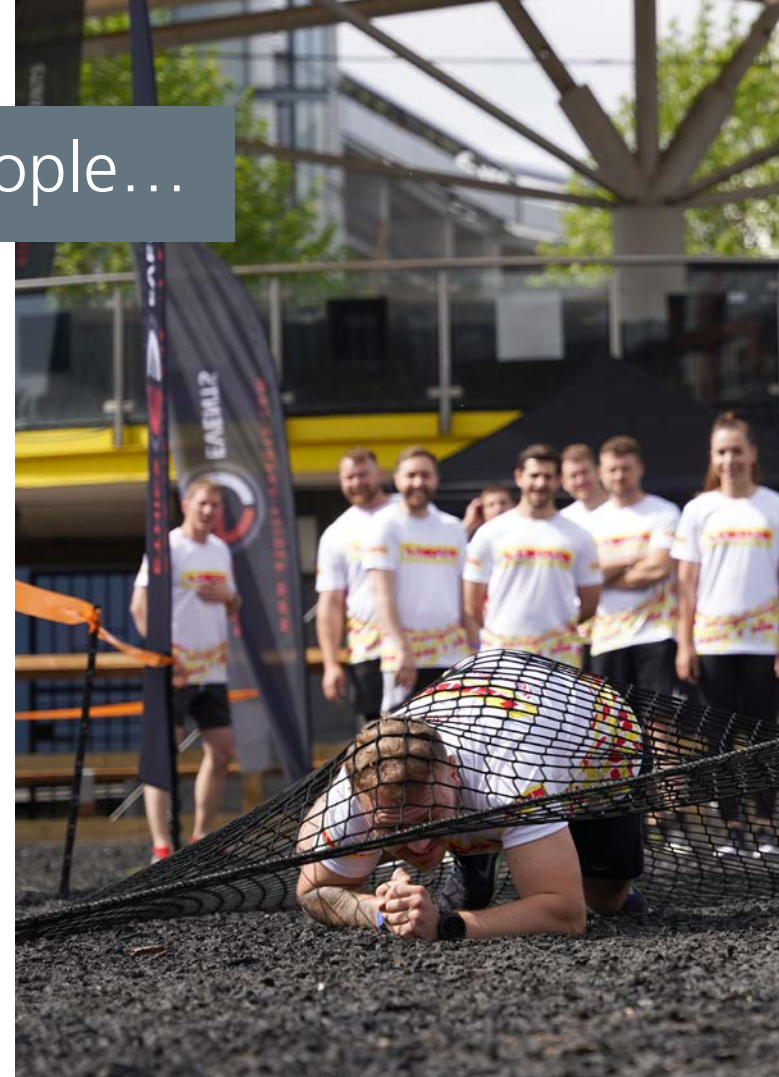
The **welfare, health and safety** of our employees is our priority. We ensure that our employees are properly trained, understand the importance of working safely and have the best equipment available. Our in-house Health and Safety team provides expert help and advice across the Group, helping to ensure we and our sub-contractors continue to adhere to the latest Health & Safety best practice and regulations.

As the majority of our employees live locally, we try to plan work to keep travel to a minimum and provide flexibility, where possible, to support individual/family requirements. Health checks are made available to all employees and 180 employees took up the offer during the year. We also carry out regular occupational health reviews for site based teams, where needed.

We encourage our employees to get to know each other well so we have an appreciation for each individual's circumstances, families and lives outside work to help support each other.



ILM Team Training Event



Lindum team taking part in the Pagabo 'Feel Good' Games in Leeds.

As the workforce grows this becomes harder but we strive to achieve this level of understanding with a mix of work and social events, bringing together people from across our sites, teams and occupations. The Chairman continues to turn up to site unannounced for a 'catch up'.

Training remains an essential investment for Lindum. During the year 7,507 hours (1,251 days) of training was provided covering 122 different courses involving 530 of our own people and 13 subcontractors. Training focused on safety with other courses ranging from Working at



Height and Passivhaus building through to ILM level 3 leadership and management development. We are an equal opportunities employer and encourage career development, championing internal promotion where possible. This includes support for day-release courses, distance-learning, degree and mini MBA courses and our in-house **'Apprentice Training Schemes'**.

Lindum has been named in the top 100 **'Best Companies to Work For in the UK'** list for 16 years, this competition involves asking members of the workforce to complete a confidential questionnaire about what they think of their employer and feeding back the results which are published nationally.



The Lindum Sock Club is made up of past and present employees who have given at least 25 years' service to the business. During the year we welcomed nine new members; Mark Taylor¹, Mick Brennan², Richard Howgate², Paddy McAuley³, Darrel Garner⁴, Paddy Mills⁵, David Hollis⁶, Gary Moore⁷ and Lesley Rodgers⁸. Membership currently stands at over 71!



Members of the Sock Club and their partners seen above, enjoying their cream tea as part of the 65th Anniversary Family Day celebrations.⁹

Sharing our success...

Our success is achieved through "teamwork" so we think it is only right to share our success with all our employees. We believe that if we look after our people, they in turn, look after our clients.

We do this in a number of ways which include:

Profit Share:

Lindum operates a Profit Related Pay scheme, which distributes 10% of profits equally between all employees – a unique feature not rivalled by any other UK construction company.

Lindum Group Employee Share Scheme:

Lindum became employee-owned in 1994 making our employees genuine stakeholders in the business; at the end of the year 596 employees were shareholders and 321 employees participate in the share saving scheme. All employees are viewed as true partners in the business (as part of the 'Lindum family') and are invited to attend the AGM each year.

All employees can purchase Lindum Group Ltd shares, which are traded through our Employee Benefit Trust. Share purchases and sales during 2021 numbered 2,062,663 thereby creating an active market of £3,465,274 in value. We also operate an HMRC tax approved SAYE Share Incentive Plan, which is open to all employees.

Helping improve the environment and supporting our communities, now and for the future...

We aim to make a positive contribution to our local and wider communities through our construction projects, as an employer, landlord and neighbours, and by working with our partners.

“Teamworks” is a play on words we use to describe our own operational approach but this is also how we see our role outside our day-to-day business activities. We aim to help, where we can, and value true partnerships and genuine engagement with the community in which we live and work. Here are some examples of our activities in these areas.

“

A worthwhile firm must have a purpose for its existence. Not only the everyday purpose to earn a ‘just’ profit but, beyond that, to improve in some way the quality of the community to which it is committed.

”

Supporting our communities

Our aim to be a good neighbour has been at the core of the business since our inception. Lindum is embedded within the communities it operates so has a vested interest in improving them by giving something back.

Lindum employees join public/private sector joint venture companies such as ‘Investors In Lincoln’ to assist with development projects which make a difference to the local community and serve on Charity Boards and public sector (unpaid) Quangos (GLLEP, Employment & Skills Board etc).

Lindum is a long-standing supporter and stake holder in Lincoln City Football Club in recognition of the wider role the club plays within the local community.

Working with **schools, colleges and universities**, we provide a comprehensive range of work experience for students, we visit schools and colleges as ‘construction ambassadors’ for events and careers fairs and our employees act as school governors.



Visit to St Giles Academy, Lincoln.



Andy Atkinson of Lindum BMS at Nocton Primary School.

When working on education projects, our site teams look to engage students and teaching staff alike, to offer site visits and construction information of interest and involve them in the project.

An example in the year; we had members of Choose2 Youth attend Lindum York’s construction project on Clifton Moor industrial estate (**pictured right**). They were shown some of the different job opportunities available in the industry and were talked through a range of activities on site, including demolition, drainage, steel erection and groundworks. Choose2 Youth is a social enterprise which aims to create opportunities for personal and social development for disabled people.

Lindum continues to be a leading employer in the local Construction Training Association, where we play a key role in providing ‘construction industry taster events’ for up to 1,000 young students, offering them the opportunity to gain ‘a first-hand experience’ from a choice of roles ranging from joinery, bricklaying and plumbing to quantity surveying, project management and architecture & design.



Morven Park Primary delighted with the donated defibrillator

Charitable Donations:



During the year we donated £33,505 to charity (2020; £18,403) supporting more than 60 local organisations and charities including food banks, Save the Children, Macmillan, Samaritans, Lincs & Notts Air Ambulance, Alzheimer's Society, Mind, homeless charities plus local children's sports teams and clubs. In addition, Lindum employees made significant donations 'in kind' to various good causes and we regularly carry out work at cost for local charitable and educational projects. Examples include fixing rotting woodwork at Tots Pre School at Cherry Willingham, providing picnic benches for key workers at Lincoln County Hospital, relocating a shed for Autism Plus in York and donating defibrillators to Age UK in Lincoln.

Helping those less fortunate than ourselves is also the reason our directors continue to support an entrepreneurial venture capital fund for a deprived area in India (through a UK charity). Here the Lindum Fund offers financial support for community self-start projects, such as goat farms, white goods and bicycle repair centres as well as local manufacturing initiatives.



Castle to Coast charity bike ride

Supporting the sustainability of our local economy



Business Parks: We try to help small businesses get on the property ladder by providing easy access, all inclusive, rental space. This approach means that we can often help 'grow' businesses, with companies in the past starting with 100 sq ft of space and moving upwards, as growth demands, to much bigger premises.

Whereas most landlords are happy to retain tenants, we actively encourage tenants, where appropriate, to move into purpose-built properties that they own - Lincs Precision Engineering is a good example of this joint collaborative approach.

One of our very longstanding tenants at our Lincoln site, CTTS (Cable Training & Technologies Ltd) has recently been acquired by an international telecom training company, but still continues to operate from Lindum Business Park, although the business has increased exponentially during their years of occupation here.

As part of our continued investment, we have planning permission to build 20 new industrial units on our Business Park in Elvington, once completed they will provide quality business space for local businesses.

Western Growth Corridor Project: Lindum continues to work with City of Lincoln Council to bring this major development project, which lies at the heart of Lindum's Lincoln operation, to fruition. Outline planning consent was successfully achieved in January 2022 for the broad scheme which involves some 3,200 homes, plus a school, hotel, bars and restaurants, commercial premises and a regional sports and leisure complex. With detailed planning for the initial phase, work is expected to start on site in spring 2023.

Helping to improve our environmental performance ...

We look at the entirety of our operation and strive for ways to reduce the negative impact on the environment.

We continue to undertake various energy efficiency and carbon reduction initiatives, and monitor their effectiveness. Examples include:

- **Solar panels have been installed** across our sites in Lincoln, Peterborough and Saxilby with additional solar panels installed at our Lincoln business park during the year.¹
- We now have **6 fully electric and 24 hybrid vehicles** in our company fleet.
- **Electric vehicle charging points** have been installed at our sites in Lincoln, Peterborough and York to enable and encourage a wider use of hybrid and electric vehicles.²
- Further investment at our **Waste Recycling** site in Saxilby to improve efficiency and to increase the amount of material that can be recycled rather than being sent to landfill.⁴
- Increased recycling bins in offices.⁸
- Additional investment has been made in more efficient air conditioning units at our Lincoln business park, as well as installing more efficient LED lighting and removing gas boilers to be replaced with electric.
- We continue to explore **Modern Methods of Construction** in order to further reduce the carbon footprint of our construction projects – examples include working on a number of Passivhaus⁵ and 'Fabric First' projects, integrating new technology such as air source heat pumps, solar panels, battery storage systems, Rockwool insulation and triple glazed windows.
- The use of **electric plant and machinery**, for example electric mini diggers, hybrid cherry pickers, HVO fuelled machinery, solar powered CCTV towers and solar powered site cabins.³

- Energy efficient IT equipment and the use of electronic meetings to help reduce travel time, where appropriate.⁶
- Lindum builds long term relationships with its **supply chain partners** and treats them as key members of the team. We make sure these companies are aware of our objectives and understand that they will be monitored. They are encouraged to make suggestions to improve performance.
- Priority is given to **locally sourced materials** and labour to minimise CO2 emissions by avoiding unnecessary travel.
- We are also involved in **carbon offset programmes** such as tree planting (we are helping eight Lincolnshire schools, in conjunction with Lincolnshire County Council, to plant **10,000 trees over the next five years**⁷), donating to the Lincolnshire Wildlife Trust and are currently looking at a number of wider national/ international initiatives.

Other examples include our York team who spent their spare time picking up litter around the village of Elvington, home to our York Business Park. Together they collected six large bags of rubbish from hedges, verges and the roadside.



What the figures show...

RESULTS

We are very pleased to report a profit and to have maintained a strong and healthy balance sheet at the end of a challenging financial year.

PROFIT AND LOSS ACCOUNT

The annual turnover for the Group was £169.5M, which was 13% higher than the year before.

The previous year's results were heavily affected by the coronavirus pandemic and are therefore not a great comparator. In any event, turnover is not necessarily a good measure of a construction company's performance in an industry which is known for the pursuit of work simply to maintain turnover (and cash flow), often, whether profitable or not. Consistent profitability, sensible investment, maintenance of a healthy balance sheet and cash levels are a far better measure to assess.

ACTIVITY	2021	2020
Construction Contracting	137,695,910	125,646,066
Homes & JV Developments	24,751,498	19,317,686
Plant Hire and Vehicle Servicing	2,141,751	1,615,900
Waste Recycling	4,594,021	3,414,016
Other Construction Services	305,890	249,432
TOTAL	169,489,070	150,243,100

Our overall gross profit % improved, despite rising cost pressures, thanks to the contribution of new home sales from the Lindum Homes division, as well as a strong contribution from Lindum Waste Recycling. The gross profit % of our main construction work also improved, compared to the prior year as we managed to avoid over exposure to cost increases through sensible job selection, efficient delivery on site and less non-productive labour cost relative to the prior (coronavirus affected) financial year.

Our most active sectors in the year were the social housing, industrial and commercial sectors and we continued to work in the food, education, health, leisure and retail sectors too. We have always been conscious to maintain a careful balance between private and public sector work although demand led market conditions resulted in a higher proportion of work for us in the public sector during this period.

We were pleased to be able to give a free issue of £350 worth of shares to each of our 607 employees, at the time, through our tax approved share incentive plan during the financial year. This was a thank you to all our employees for efforts during some testing times over the last few years and enabled wider ownership in the business which we continue to see as a very important element of how we operate.

BALANCE SHEET

Our balance sheet remains strong and with healthy liquidity, which reflects our strategy of reinvesting profits carefully in the business for the benefit of our employee shareholders and our customers, so that we are able to deliver what we promise.

Net book value of total fixed assets increased in the period to £18.6m (2020: £16.9m) as we continued to invest to keep our plant, machinery, tools, vehicles and buildings in good working order. The investment predominantly represented replacement and improvement (latest and safest models) rather than expansion and we still, of course, applied extra caution to our cash position given the unpredictable circumstances.

Overall work in progress (WIP) remained steady at £17.9m which doesn't reflect the underlying active nature of our Lindum Homes and Lindum JV divisions. In Lindum Homes our WIP decreased as we sold 58 houses which realised a large proportion of our housing WIP, part of which was then reinvested in our new Manor Fields site in Washingborough on which infrastructure work began during the year. In Lindum JV our WIP increased predominantly through investment in two petrol filling

station sites (one near York and one near Peterborough), a housing site in Sleaford, and a commercial site in Newark, all of which are being undertaken jointly with development partners and all of which generate building work for the Group.

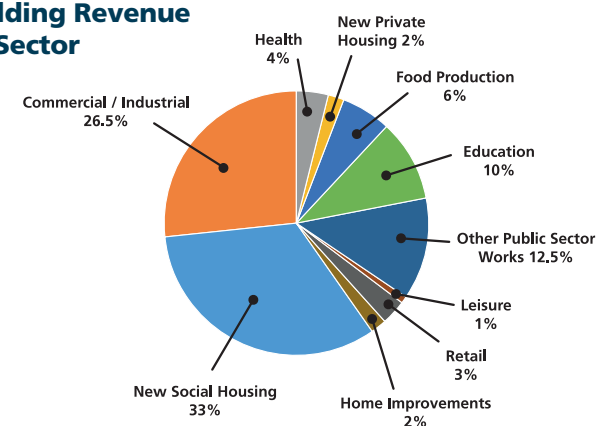
As always, we managed our cash position very carefully during the year, and our clients paid promptly for their works, which means that we were able to pay our suppliers promptly too. Our profitable year resulted in an increase in our cash position, despite continuing to invest in our fixed assets as noted above.

We remain debt free which, coupled with our healthy cash position, means that clients can be confident in our ability to finish jobs properly and our employees, subcontractors and suppliers know that we are chosen not just on price but on the quality and ability to deliver the projects we undertake for our customers.

Non controlling interests of £110,456 (2020: £57,840) represent the share of net assets held by the Housing Growth Partnership, with whom we are jointly developing new residential properties in Mablethorpe - please refer to our subsidiary accounts of Mableford Limited for further information.

Retained earnings for the year amounted to £5.8m (2020: £1.1m) resulting in a Net Worth of the Group of £54.6m (2020: £48.9m) with conservative valuations and no 'toxic' assets.

Building Revenue by Sector



Lindum Group Limited - Profit and Loss Accounts over Ten Years

FINANCIAL YEAR ENDED	30 NOV 21	30 NOV 20	30 NOV 19	30 NOV-18	30 NOV 17	30 NOV 16	30 NOV 15	30 NOV 14	30 NOV 13	30 NOV 12
TURNOVER	£	£	£	£	£	£	£	£	£	£
- Construction Contracting	137,695,910	125,646,066	145,611,227	132,620,874	128,353,295	109,561,249	95,508,390	94,572,044	85,083,789	72,369,605
- Homes & JV Developments	24,751,498	19,317,686	19,560,282	25,497,530	15,871,419	13,022,880	9,845,169	22,036,324	4,983,253	7,836,049
- Plant Hire & Vehicle Servicing	2,141,751	1,615,900	1,738,399	1,986,620	2,001,890	1,742,784	1,665,004	1,835,343	1,672,558	1,467,554
- Waste Recycling	4,594,021	3,414,016	3,334,513	3,159,202	3,179,477	3,136,307	2,846,099	2,122,951	1,492,471	1,004,387
- Other Construction Services	305,890	249,432	326,561	578,758	491,787	480,611	393,924	409,932	513,103	329,823
TOTAL TURNOVER	169,489,070	150,243,100	170,570,982	163,842,984	149,897,868	127,943,831	110,258,586	120,976,594	93,745,174	83,007,418
Cost of Sales	(139,457,232)	(128,066,891)	(144,614,697)	(135,170,425)	(122,485,243)	(105,717,876)	(91,680,679)	(103,856,185)	(79,834,830)	(68,929,810)
Gross Profit	30,031,838	22,176,209	25,956,285	28,672,559	27,412,625	22,225,955	18,577,907	17,120,409	13,910,344	14,077,608
GP %	17.7%	14.8%	15.2%	17.5%	18.3%	17.4%	16.8%	14.2%	14.8%	17.0%
Administrative Expenses	(22,053,754)	(20,368,585)	(22,306,424)	(21,089,925)	(20,397,603)	(17,844,794)	(15,667,868)	(14,315,416)	(12,476,266)	(11,612,229)
Operating Profit	7,978,084	1,807,624	3,649,861	7,582,634	7,015,022	4,381,161	2,910,039	2,804,993	1,434,078	2,465,379
OP %	4.7%	1.2%	2.1%	4.6%	4.7%	3.4%	2.6%	2.3%	1.5%	3.0%
Other Income (costs)	618,995	121,336	573,081	244,625	238,332	610,564	135,387	106,389	468,042	(10,378)
PROFIT BEFORE TAXATION	8,597,079	1,928,960	4,222,942	7,827,259	7,253,354	4,991,725	3,045,426	2,911,382	1,902,120	2,455,001
PBT %	5.1%	1.3%	2.5%	4.8%	4.8%	3.9%	2.8%	2.4%	2.0%	3.0%
Taxation	(1,617,542)	(319,547)	(652,178)	(1,632,046)	(1,617,829)	(1,037,158)	(493,602)	(398,073)	(192,055)	(645,757)
Profit After Tax	6,979,537	1,609,413	3,570,764	6,195,213	5,635,525	3,954,567	2,551,824	2,513,309	1,710,065	1,809,244
PAT %	4.1%	1.1%	2.1%	3.8%	3.8%	3.1%	2.3%	2.1%	1.8%	2.2%

Lindum Group Limited - Consolidated Balance Sheets over Ten Years

FINANCIAL YEAR ENDED	30 NOV 21	30 NOV 20	30 NOV 19	30 NOV-18	30 NOV 17	30 NOV 16	30 NOV 15	30 NOV 14	30 NOV 13	30 NOV 12
FIXED ASSETS	£	£	£	£	£	£	£	£	£	£
Tangible Assets	15,101,489	14,671,753	16,286,951	15,575,404	14,558,471	14,100,354	14,204,678	12,935,477	12,024,578	11,235,164
Investment Property*	2,708,235	1,864,943	1,864,943	1,864,943	1,864,943	1,735,943	1,735,943	0	0	0
Investments	800,579	319,430	319,430	319,430	319,830	319,830	426,379	426,354	808,708	984,256
CURRENT ASSETS										
Work in Progress	17,922,730	18,010,751	24,436,599	20,368,998	20,811,196	16,005,521	15,448,973	15,858,991	19,769,617	13,035,332
Debtors	30,224,200	27,223,242	27,101,398	33,479,367	26,847,453	25,158,661	24,608,800	22,372,581	17,691,785	17,642,223
Cash at Bank	50,649,679	43,239,155	30,001,169	24,579,305	22,091,102	21,377,830	9,811,677	14,736,449	8,875,530	14,458,006
Creditors Due < 1yr	(61,920,708)	(55,747,739)	(51,367,125)	(50,094,756)	(45,605,021)	(42,106,441)	(32,598,411)	(34,323,216)	(25,921,215)	(28,315,184)
Net Current Assets (Liabilities)	36,875,901	32,725,409	30,172,041	28,332,914	24,144,730	20,435,571	17,271,039	18,644,805	20,415,717	16,820,377
Creditors Due > 1yr	(504,380)	(504,380)	(704,380)	(704,380)	(304,380)	(304,380)	(304,380)	(304,380)	(3,220,301)	(304,380)
Provisions for Liabilities & Charges	(318,000)	(140,000)	(140,000)	0	0	0	0	0	0	0
NET ASSETS	54,663,824	48,937,155	47,798,985	45,388,311	40,583,594	36,287,318	33,333,659	31,702,256	30,028,702	28,735,417
CAPITAL AND RESERVES										
Share Capital	175,076	175,076	175,076	175,076	175,076	173,076	171,973	171,973	171,973	171,973
Share Premium Account	1,263,867	1,263,867	1,263,867	1,263,867	1,263,867	1,037,867	919,284	919,284	919,284	919,284
Revaluation Reserve	474,484	578,944	688,062	793,532	897,883	1,005,767	1,112,733	1,221,012	1,305,553	1,129,118
Capital Redemption	252,583	252,583	52,583	52,583	52,583	52,583	52,583	52,583	52,583	52,583
Profit & Loss	52,387,358	46,608,845	45,598,939	43,103,253	38,194,185	34,018,025	31,077,086	29,337,404	27,579,309	26,462,459
Non Controlling Interests	110,456	57,840	20,458	0	0	0	0	0	0	0
NET ASSETS	54,663,824	48,937,155	47,798,985	45,388,311	40,583,594	36,287,318	33,333,659	31,702,256	30,028,702	28,735,417

* 'Investment property' constitutes surplus space on our business parks let out to tenants until such time as we may need the space ourselves - it became separately disclosable with FRS102



Team of the Year 2021

Lindum Homes was awarded 'Team of the Year' for pulling out all the stops and getting 50 clients and their families moved into their new homes during the year which was badly affected by the pandemic.



The Dick Hudson 'Going the Extra Mile' Award 2021

Darrel Garner of Lindum BMS was given the Dick Hudson Going the Extra Mile Award for his tireless dedication to getting the job done. He is always prepared to do much more, for clients and colleagues alike, and is a well deserving winner.



Trainee Lindum joiner Katie Hughes received Apprentice of the Year Award at the Greater Lincolnshire Construction and Property Awards.



In addition, Lincoln's Cornhill Quarter development, built by Lindum Group for Lincolnshire Co-op, was named Development Project of the Year (over £5million).

Looking ahead...

We have a healthy workload looking ahead and some good jobs currently under way across our divisions in York, Peterborough and Lincoln and across a good range of sectors for a diverse range of clients.

Coronavirus, Brexit, and the invasion of Ukraine continue to present significant potential difficulties and will do for some time. Inflation and the general cost of living, interest rate increases and tax hikes all pose a risk to consumer spending and business investment, however there are reasons to be optimistic too - households and businesses seem to have reasonable cash reserves (for the most part), and there is scope for a bounce back in the service sector as life may return to some normality post coronavirus restrictions.

The Lindum team is confident that we're well placed to respond to whatever the next challenge (or opportunity) may be.

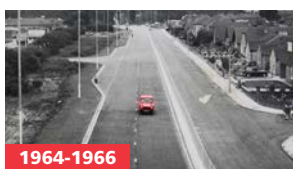
In the meantime, we are continuing to focus efforts on doing as much work as possible ourselves with our own practical Lindum team, whilst looking after clients, suppliers and our people. We'll also be focusing on keeping costs down, keeping a close eye on liquidity, and exploring different, better and more efficient ways of doing things which means we will continue to be competitive.

A photograph of a large, colorful, net-like structure resembling a giant spiderweb or a large net, set up outdoors on a grassy field. Several people are standing around the structure, and a small table with items on it is visible in the foreground. The background shows trees and a cloudy sky.





1956



1964-1966



1965



1967/68



1979



1980



1988



1993



1994



1995



2000



1999



2001



1958



1972

Lindum Joinery established as a support service to the overall construction business.

Started work for two major long term clients Geest (Bakkavor) and Rustons (Siemens) - both clients still today.

Lindum started construction projects for clients ASDA and Magnets across the UK and now work for Morrisons and Greggs in the same way.

David Chambers, youngest son of John and Barbara Chambers, was appointed Chairman, after the passing of Mrs Brown.

All Employee Share Scheme introduced and Profit Related Pay "survive, succeed and share" philosophy.



1956

Lindum was started in 1956 by John F Chambers, a Civil Engineer. Main works were civils, sewers and water, concrete and roads.

1958

Lindum Plant established.

1964

Lindum constructed the 3.5 mile city centre road and utilities creating Tritton Road in Lincoln. This area has seen major developments with retail parks, supermarkets and businesses created, many of which have been built by Lindum.

1965

1966

1967

Lindum purchased the first concrete pump used in the UK, which was then used for the new Department Store on Silver Street in Lincoln for Lincolnshire Coop, still a client today.

1968

1972

KGM Roofing joined the Group and became our Roofing & Cladding division. George Whitaker was MD of KGM Roofing pictured here on the roof of Perkins Engines, still a client today.

1979

1980

Lindum began to work with Housing Associations, Longhurst being our first client and is still a client today.

1981

1988

Mrs Pauline Brown became Chair after being with the company since its inception - a lady Chair of a construction company is exceptional even today.

1991

1993

Peter Brotherhood £9.5m Industrial Complex largest single project taken on by Lindum at that time and many lessons learned.

1994



2004



2012



2015



2020



2021



2006



2012



2017



2022

Lindum marked 65 years in business with a Family Day Celebration and a free share issue for 600 employees.

To be continued...
"teamworks"

1995

A new division, Lindum Homes, started building houses for sale in and around the Lincoln area and now sells up to 60 market homes a year.

1996

Sturgeon Construction joins the Group, establishing the Lindum Peterborough division.

1998

Lindum put together the funding, construction and membership for a major tennis and leisure project at Burton Waters, now David Lloyd.

1999

Needing more space, Lindum moved 400 yards to a factory complex it had built 35 years earlier and set up Lindum Business Park here.

2000

Lindum's Joint Ventures' Property division was started for partnership projects with clients in our areas.

2001

2004

Lindum opened its own £2m Waste Recycling Centre at Saxilby.

2006

The Sock Club (25 years service) was established and 50th Lindum Family Celebration at Lincoln Castle.

2012

New Peterborough Offices opened with KGM Roofing, establishing Lindum Business Park in Peterborough.

2015

Lindum York purchased offices and yard in Elvington, creating Lindum Business Park near York.

2017

Commenced work on the Grade II listed Corn Exchange building for repeat client Lincolnshire Coop, the first phase of a £70m redevelopment of the Cornhill Quarter in Lincoln's City Centre.

2018

2020 COVID Lindum carried out a range of essential works for clients during the pandemic, including NHS, local authorities and other front line services.

2020

2021

Western Growth Corridor received outline planning approval and Lindum was successfully re-appointed to the SCAPE Regional Construction framework for public sector projects up to the value of £7.5m in Lincolnshire, Nottinghamshire and Rutland.

2022



LINDUM GROUP LTD

LINCOLN

Lindum Business Park, Station Road,
North Hykeham, Lincoln, LN6 3QX

T 01522 500 300

E info@lindumgroup.co.uk

www.lindumgroup.com

PETERBOROUGH

Lindum Business Park, Newark Road,
Peterborough, PE1 5TF

T 01733 347 210

E lp@lindumgroup.co.uk

YORK

Lindum Business Park, Elvington,
York, YO41 4EP

T 01904 409 820

E ly@lindumgroup.co.uk

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