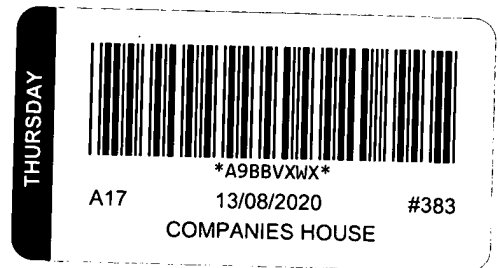


**Readie Construction Limited**

**Annual Report and Financial Statements**

**Financial Year Ended 31 March 2020**

**Registered number 06069233**



# Readie Construction Limited

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## Readie Construction Limited

### Company Information

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<b>Directors</b>	G S Read P M Stephens J McCarthy D I Stephens
<b>Registered office</b>	Unit 18 Falcon Business Centre Ashton Road Romford RM3 8UR
<b>Registered number</b>	06069233
<b>Independent auditor</b>	Grant Thornton UK LLP 30 Finsbury Square London EC2A 1AG
<b>Bankers</b>	National Westminster Bank Plc 216 Bishopsgate London EC2M 4QB

# Readie Construction Limited

## Strategic Report For the year ended 31 March 2020

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The directors present the strategic report and financial statements for the year ended 31 March 2020.

### Principal activity

Readie Construction Limited (RCL) is an award-winning main contractor specialising in the delivery of new build, refurbishment and fit out projects, working in the industrial, logistics, retail and related sectors.

### Health and safety

Safety remains our top priority, our commitment to providing a safe working environment for our employees, supply chain, clients and others is paramount. Through a variety of training and development initiatives, there is a focus on raising safety standards every year. The company continues to maintain excellent safety standards. Each of our construction sites is regularly audited by our Health & Safety department with the results of such safety audits generating improvement recommendations for revised business procedures.

### Employees

Readie recognises that our employees are key assets of the business and as such invests in training courses for employees as well as mandatory short courses and long-term professional qualifications and apprenticeships, ensuring that our employees continue to grow and develop to enable the business to deliver its strategic objectives. As at the year ended 31 March 2020 some 28% of our workforce were enrolled onto long term professional training programmes.

### Shareholders

The Board regularly meets to discuss strategic objectives, review financials and considers dividends and remuneration policy to ensure that reward is linked to the long-term goals of the shareholders. The senior leadership team also have regular meetings with the Board in order to review other matters such as Health & Safety, Sales pipeline, HR matters, and project performance as well as communicate the Board's plans to the leadership team to ensure goal congruency.

### Customers

Many of Readie's customers have been in partnership with Readie for several years and part of Readie's success is its ability to maintain positive working relationships with its customers. This has attracted other large clients through word of mouth and reputation and also repeat work. Readie places a high importance on working closely with our customers to help them deliver their projects safely, to the highest quality and on time.

### Suppliers

Our supply chain is a key part of our business and Readie ensures through pre-qualification questionnaires and Builders Profile we can ensure we select suppliers that can help us provide our clients with a quality service. We adopt long term, mutually rewarding, ongoing relationships with our suppliers and subcontractors. We value the huge contribution that the supply chain make and we work very hard to ensure that our supply chain partners are treated fairly and paid within agreed terms, throughout the history of the business we have enjoyed the wide benefits of treating the supply chain in this way.

## Readie Construction Limited

### Strategic Report For the year ended 31 March 2020

#### Key Performance Indicators

The company reviews both financial and non-financial key performance indicators in order to assess company performance. The most important ones are:

<i>Description</i>	<i>Year to 31 March 2020</i>	<i>Year to 31 March 2019</i>
Revenue	£196m	£173m
Gross Profit %	6.0%	6.6%
Cash balance	£5.7m	£11.5m
Profit before taxation	£7.3m	£7.3m
Number of full-time equivalent employees	166	136
Accident frequency rate	0	0.3

The company also monitors its employee retention, number of staff enrolled in long term professional programmes, average contract values, contracts awarded in the year, pipeline, repeat work by customers and capex expenditure.

#### Business review

The directors are very pleased to announce that the results of the company which show another year of growth and success.

Revenue has grown by 13% to £196m due to an increase in both the average contract value and the number of projects completed. This is just shy of the £200m target due to new projects due to commence in March being delayed due to Covid-19. During the year, Readie constructed 2.2m ft<sup>2</sup> of new industrial, logistics and retail space and worked on 45 projects in the year (2019: 37).

Gross profit met our target of 6.0%, however it is a decrease from last year from 6.6% due to provisions for onerous contracts.

The cash balance at year end was strong at £5.7m with fluctuations each month due to timing differences. Our target balance was £9m however, this was before the payment of a dividend. Throughout the year, Readie was able to meet all its payment obligations and was able to pay a dividend of £6.6m and continues to manage its working capital without the need of additional funding or debt.

The number of full-time equivalent employees increased considerably to 166 from 136 in multiple areas including finance, pre-construction, estimation and site staff teams. This was to help facilitate the increase in the number of projects worked on during the year. This increase also meant that overheads were larger than in the prior year, resulting in a similar profit before taxation figure of £7.3m which was just below our target of £7.6m. This is a PBT margin of 3.7% (2019: 4.2%).

Readie uses accident frequency rate (AFR) as a Health & Safety KPI, this is measured by taking the number of reportable incidents multiplied by a factor of one million, then divided by the total hours worked. It was a great year for Readie achieving our target of 0 (2019: 0.3).

## Readie Construction Limited

### Strategic Report For the year ended 31 March 2020

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The directors are proud to report that Readie Construction was recognised by the Sunday Times Grant Thornton Top Track 250 and achieved position 160 of 250 in the league table. The award recognised Britain's 250 private mid-market growth companies with the largest growth in turnover.

The company continued its accreditation to BS:EN : ISO:9001:2015 in recognition of its Quality Management System during the year and places a high emphasis on delivering projects on time and to the required quality with its supply chain.

#### Environment and sustainability

The directors of RCL understand that as well as their legal responsibility to protect the environment, there is an overriding moral responsibility for the company's operations to have as minimal impact on the environment and wherever possible leave a sustainable and lasting positive impact on the surrounding areas of our projects. The foundation for the company's environmental management is our BS:EN: ISO14001:2015 accredited environmental management system. Our management system provides a solid structure within which each of our construction projects and our offices can operate to maintain good environmental management.

RCL utilises an online reporting tool to measure its waste volumes, energy usage and carbon footprint, called Smartwaste, which is owned and administered by the Building Research Establishment (BRE) group. Management of RCL uses this data to monitor and review the company's energy usage and carbon footprint. Using these measurements, they are then able to establish targets at a project and company level and subsequently identify realistic measures to reduce the environmental impact.

RCL also considers the waste it generates and the method of disposal and has such moved away from sending timber waste to a traditional waste carrier and instead to the National Community Wood Recycling Project (NCWRP). The NCWRP is a social enterprise that reuses a large amount of timber by creating items to sell locally such as bird boxes, benches etc. Each project monitors and records the waste diversion rate from landfill and all of our projects currently have a diversion rate of above 95%.

RCL is a proud supporter of the Eden Project and has been awarded The Planet Mark certification for the second year running which displays its commitment to continuously improve its sustainability and reducing carbon footprint. During the year RCL was able to reduce its carbon footprint per employee by 7.4% to 22.0 tCO<sub>2</sub>e per employee.

As part of the reduction in energy usage Readie has fitted motion sensors to all lighting so that the lights automatically switch off unless motion is detected in areas around Head office. Although the number of employees has increased, we recommended our non-support function employees to work remotely from site rather than coming to head office which has also helped reduce electricity usage reduce from 84,772 kWh in 2019 to 59,668 kWh in the year ending 2020. During the year, we have moved our electricity supply for our head office to green energy and will shortly move our second building at head office to a supplier using green energy.

## Readie Construction Limited

### Strategic Report For the year ended 31 March 2020

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One of the largest contributors to our carbon footprint is the emissions for staff travel to sites and head office which contributes to 97% of our carbon footprint. With Covid-19 lockdown and head office staff working from home – this will significantly reduce this in FY21, however in addition to this Readie will be exploring other initiatives in order to improve our carbon footprint by a further 5% next year.

#### Research & Development Activities

The company is always looking for continuous improvements from our carbon footprint and environmental impact, to our IT infrastructure and systems, to becoming paperless as well as improvements in the way we work on construction sites, both from a Health & Safety perspective and a sustainability point of view.

During the year, Readie was involved in multiple projects where several challenges were present, which required innovative ways of working to adopt new approaches to piling techniques, use of technology to improve sustainability of buildings and review of different materials in high heat conditions.

#### Principal risks and uncertainties

##### *Economic Decline*

A decline in the wider economy may lead to a decline in the UK construction industry and there is ongoing uncertainty around the United Kingdom's exit from the European Union. BREXIT brings its own potential risks and challenges and at present we still do not know whether a deal will be agreed. There is a risk of availability of labour within our supply chain and a risk that key material products supplied by our subcontractors may be delayed coming into the UK. The company continues to diversify and grow its client base to protect our financial position.

##### *Covid-19*

The directors have reviewed and assessed the uncertainty and risks surrounding the Covid-19 pandemic. Since the Government lockdown was announced on the 23 March 2020, the company's sites have continued to remain operational with some classed as key worker sites. We implemented the Site Operating Procedures in March 2020 that were issued by the Construction Leadership Council. These Site Operating Procedures are to protect our workforce and minimise the risk of spread of infection. The directors have also reviewed the company's financials and forecasts, in particular, its liquidity which has remained strong throughout the pandemic and monitored daily. The directors are satisfied that the company is well positioned to continue to trade and are fortunate to have secured 73% of the £200m forecasted revenue for the year ended 31 March 2021. The company's approach reflects the strength of the business and its corporate social responsibility to employees, communities and wider stakeholders.

##### *Contract Losses*

Contract losses can have a significant impact on the construction industry due to typically small profit margins on contracts. Unforeseen events such as adverse weather, shortage of supply chain capability, ground conditions and supply chain pricing pressures can lead to project losses. We mitigate these risks in several ways, by ensuring robust processes in our estimating, procurement and planning functions followed by a strong tender price sign off process.

## Readie Construction Limited

### Strategic Report For the year ended 31 March 2020

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Monthly detailed project reviews ensure that profit margins are maintained and any issues relating to project delivery or unexpected costs are flagged early so that action can be taken at the appropriate level.

#### *Financing*

The company has strong liquidity with cash balances at the end of the year at £5.7m (2019: £11.5m). Credit terms are only granted to customers who are credit worthy. We manage cash flow by negotiating credit terms with our customers and supply chain to ensure that all liabilities are paid as they fall due. We do not have any short or long-term bank finance in place.

#### **Future Outlook Short Term**

Blue chip client base - RCL continues to work with a wide range of the largest operators within the industrial and logistics sector without any over reliance on any one client, whilst continuing to acquire new clients within the sector. We remain highly selective on the types of clients and projects that we are willing to undertake.

Frameworks & Approved Lists - We have continued to secure workload via framework arrangements that we have with Goodman and Prologis. Additionally, we have secured opportunities via our position on approved lists with DPD, B&Q and DHL.

#### **Future Outlook – Medium Term**

Our ability to avoid dispute both upwards and downwards with our clients and supply chain respectively continues to enable strong relationships across all levels of the business. This further cement our very strong reputation in the market resulting in keenness for clients to offer opportunities together with the same keenness from the supply chain wishing to work with us. There remains very strong potential for us to further grow market share in the sector. In addition, the size of the industrial logistics sector in which we are a true specialist, continues to increase in size.

#### **Future Outlook – Long Term**

We have identified some growing, related sectors where our industrial and logistics expertise can provide significant benefits. We will continue to build our network and skill sets in these areas to ensure that in the long term the company is well positioned to take advantage of opportunities for diversification and growth. Despite uncertainties with the wider economy the company has not seen any slowdown in the tender enquiries we receive, or the level of projects being awarded.

On behalf of the board



.....  
G S Read  
Director  
Date: 10/8/2020

## **Readie Construction Limited**

### **Directors' report For the year ended 31 March 2020**

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The directors present their report together with the audited financial statements of the company for the year ended 31 March 2020.

#### **Results and dividends**

The profit for the year after taxation amounted to £6,116,804 (2019: £6,074,587).

Dividends of £6,621,000 (2019: £4,021,000) were proposed and paid in the year in respect of the results for the year ended 31 March 2020.

#### **Directors**

The directors who held office during the year were as follows:

G S Read  
P M Stephens  
D I Stephens  
J McCarthy

#### **Matters covered in the Strategic Report**

As permitted by the Large and Medium Sized Companies and Groups (Accounts and Reports) Regulation 2008, certain matters which are required to be disclosed in the directors' report, have been omitted as they are included in the Strategic Report on pages 3-7. These matters relate to the principal activity of the company, the principal risks and uncertainties that it faces and future developments.

#### **Qualifying third party indemnity**

The company had a Directors and Officers insurance policy in place throughout the year in respect of losses or liabilities to which they may be exposed.

#### **Post balance sheet events**

Following the government lockdown in March 2020 as a result of the global pandemic, the Government announced a return to work and for certain industries to re-open on the 4 July 2020. Readie, however continued to be operational post year end during lockdown and has not noted any significant changes to the balance sheet as a result of the government changes. In July, head office staff were called back to the office in a Covid secure manner as per government guidelines.

#### **Statement of Directors' Responsibilities**

The directors are responsible for preparing the Strategic Report, the Directors' Report and the financial statements in accordance with applicable law and regulations. Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law, including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland').

## **Readie Construction Limited**

### **Directors' report For the year ended 31 March 2020**

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Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

#### **Going concern**

The directors have considered the principal risks and uncertainties, and the company's liquidity and are able to make a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future and for a period of no less than twelve months from the date of approving the financial statements. The company therefore continues to adopt the going concern basis in preparing its financial statements.

#### **Section 172 Statement**

As required by Section 172 of the UK's Companies Act, the board of directors consider that they have acted in good faith to promote the success of the company for the benefits of its members and stakeholders. The strategic report on pages 3-7 outline the work and consideration given by the directors to the environment, the shareholders, customers, suppliers, and employees. In particular, the directors have reviewed the principal risks and always take a long-term outlook to any decision making through regular meetings.

#### **Disclosure of Information to Auditor**

The directors confirm that:

- so far as each director is aware, there is no relevant audit information of which the company's auditor is unaware; and
- the directors have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

## Readie Construction Limited

### Directors' report For the year ended 31 March 2020

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#### Auditor

The auditor, Grant Thornton UK LLP, was appointed on 9 December 2019. They will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

This report was approved by the board and signed on its behalf:



.....  
G S Read

Director

Date: 10/8/2020

## **Readie Construction Limited**

### **Independent auditor's report to the members of Readie Construction Limited For the year Ended 31 March 2020**

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#### **Opinion**

We have audited the financial statements of Readie Construction Limited (the 'company') for the year ended 31 March 2020, which comprise the Statement of comprehensive income, Statement of financial position, Statement of changes in equity, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2020 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### **The impact of macro-economic uncertainties on our audit**

Our audit of the financial statements requires us to obtain an understanding of all relevant uncertainties, including those arising as a consequence of the effects of macro-economic uncertainties such as Covid-19 and Brexit. All audits assess and challenge the reasonableness of estimates made by the directors and the related disclosures and the appropriateness of the going concern basis of preparation of the financial statements. All of these depend on assessments of the future economic environment and the company's future prospects and performance.

Covid-19 and Brexit are amongst the most significant economic events currently faced by the UK, and at the date of this report their effects are subject to unprecedented levels of uncertainty, with the full range of possible outcomes and their impacts unknown. We applied a standardised firm-wide approach in response to these uncertainties when assessing the company's future prospects and performance. However, no audit should be expected to predict the unknowable factors or all possible future implications for a company associated with these particular events.

## Readie Construction Limited

### Independent auditor's report to the members of Readie Construction Limited For the year Ended 31 March 2020

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#### Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

In our evaluation of the directors' conclusions, we considered the risks associated with the company's business, including effects arising from macro-economic uncertainties such as Covid-19 and Brexit, and analysed how those risks might affect the company's financial resources or ability to continue operations over the period of at least twelve months from the date when the financial statements are authorised for issue. In accordance with the above, we have nothing to report in these respects.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the absence of reference to a material uncertainty in this auditor's report is not a guarantee that the company will continue in operation.

#### Other information

The directors are responsible for the other information. The other information comprises the information included in the strategic report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## **Readie Construction Limited**

### **Independent auditor's report to the members of Readie Construction Limited For the year Ended 31 March 2020**

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#### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

#### **Matter on which we are required to report under the Companies Act 2006**

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report.

#### **Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

#### **Responsibilities of directors for the financial statements**

As explained more fully in the directors' responsibilities statement set out on pages 8-9, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

#### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## Readie Construction Limited

### Independent auditor's report to the members of Readie Construction Limited For the year Ended 31 March 2020

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#### Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Grant Thornton UK LLP

William McMullan BA FCA  
Senior Statutory Auditor  
for and on behalf of Grant Thornton UK LLP  
Statutory Auditor, Chartered Accountants  
London  
Date: 10/8/2020

## Readie Construction Limited

### Statement of comprehensive income For the year ended 31 March 2020

	Notes	2020 £	2019 £
Turnover	4	195,945,643	172,841,305
Cost of sales		(184,103,427)	(161,485,561)
<b>Gross Profit</b>		<b>11,842,216</b>	11,355,744
Administrative expenses		(4,570,074)	(4,084,273)
<b>Operating profit</b>	7	<b>7,272,142</b>	7,271,471
Interest receivable and similar income	8	-	238
Interest payable and similar charges	9	(170)	(417)
<b>Profit before taxation</b>		<b>7,271,972</b>	7,271,292
Tax on profit	10	(1,155,168)	(1,196,705)
<b>Profit for the financial year</b>		<b>6,116,804</b>	6,074,587
Other comprehensive income		-	-
<b>Total comprehensive income for the year</b>		<b>6,116,804</b>	6,074,587

The accounting policies and notes on pages 18 to 35 form part of these financial statements.

## Readie Construction Limited

### Statement of financial position as at 31 March 2020 Registered number 06069233

	Notes	2020 £	2019 £
<b>Fixed assets</b>			
Tangible assets	12	423,483	379,319
<b>Current assets</b>			
Stocks	13	1,075,978	214,166
Debtors due within one year	14	39,276,833	29,923,351
Debtors due after one year	14	1,112,527	1,007,117
Cash at bank and in hand		5,695,434	11,547,561
		<b>47,160,772</b>	<b>42,692,195</b>
Creditors: amounts falling due with one year	15	<b>(43,316,215)</b>	<b>(37,310,675)</b>
<b>Net current assets</b>		<b>3,844,557</b>	<b>5,381,520</b>
<b>Total assets less current liabilities</b>		<b>4,268,040</b>	<b>5,760,839</b>
Creditors: amounts falling due after one year	15	<b>(1,073,123)</b>	<b>(959,588)</b>
Provisions for liabilities	18	<b>(563,651)</b>	<b>(1,826,922)</b>
<b>TOTAL NET ASSETS</b>		<b>2,631,266</b>	<b>2,974,329</b>
<b>Capital and reserves</b>			
Called up share capital		360,000	360,000
Profit and loss account		2,110,133	2,614,329
Share based payment reserve	20	161,133	-
<b>TOTAL EQUITY</b>		<b>2,631,266</b>	<b>2,974,329</b>

The financial statements were approved by the board of directors and authorised for issue on 10 August 2020 and were signed on its behalf by



.....  
G S Read - Director

The accounting policies and notes on pages 18 to 35 form part of these financial statements

## Readie Construction Limited

### Statement of changes in equity For the year ended 31 March 2020

	Called up share capital	Profit and loss account	Share based payment reserve	Total equity
	£	£	£	£
<b>Balance as at 1 April 2018</b>	360,000	560,742	-	920,742
Profit for the year	-	6,074,587	-	6,074,587
Other comprehensive income for the year	-	-	-	-
<b>Total comprehensive income for the year</b>	-	6,074,587	-	6,074,587
Dividends	-	(4,021,000)	-	(4,021,000)
<b>Balance as at 31 March 2019</b>	360,000	2,614,329	-	2,974,329
<b>Balance as at 1 April 2019</b>	360,000	2,614,329	-	2,974,329
Profit for the year	-	6,116,804	-	6,116,804
Other comprehensive income for the year	-	-	-	-
<b>Total comprehensive income for the year</b>	-	6,116,804	-	6,116,804
Dividends	-	(6,621,000)	-	(6,621,000)
Share based payment charge	-	-	161,133	161,133
<b>Balance as at 31 March 2020</b>	360,000	2,110,133	161,133	2,631,266

The accounting policies and notes on pages 18 to 35 form part of these financial statements

# Readie Construction Limited

## Notes to the financial statements For the year ended 31 March 2020

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### 1. General information

Readie Construction Limited is a private company limited by shares, incorporated and domiciled in England. Its registered office and principal place of business is Unit 18, Falcon Business Centre, Ashton Road, Romford, Essex, RM3 8UR. Readie Construction Limited is a construction company active in the retail, fit-out, and other commercial sectors, continuing to specialise in the industrial sector.

The individual financial statements have been prepared under the historical costs convention and in compliance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland and the Companies Act 2006.

### 2. Summary of Significant Accounting Policies

#### a) Basis of Preparing the Financial Statements

The preparation of the financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in note 3.

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated. The Company has adopted FRS 102 in these financial statements.

The Company has taken advantage of the following disclosure exemptions available under paragraph 1.12 of FRS102:

- Disclosure in respect of each share class of share capital has not been presented
- No cashflow has been presented for the company
- Disclosures in respect of financial instruments have not been presented
- No disclosure has been given for the aggregate remuneration of key management personnel

## Readie Construction Limited

### Notes to the financial statements For the year ended 31 March 2020

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#### 2. Summary of Significant Accounting Policies (continued)

##### b) Going Concern

As a result of the Global Coronavirus Pandemic, the company has continued to monitor Government advice and assess the impact on its financials and its ability to continue to trade. The company was able to continue to trade during the lockdown and all sites remained and continue to remain operational with some sites being classed as key worker sites.

The company has met its day to day working capital requirements using its existing cash and has not required any additional funds in order to continue to be operational. As part of its risk assessment, the directors have prepared both worse case and best case scenarios and these forecasts taking into consideration a prudent approach to changes as a result of the pandemic, show that the company has sufficient working capital to continue to operate within its current level of cash. The directors are therefore able to make a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future and for a period of no less than twelve months from the date of approving the financial statements

The Company therefore continues to adopt the going concern basis in preparing its financial statements.

##### c) Consolidated Financial Statements

Readie Management Limited is the ultimate parent entity in the group and the results will therefore be included in the consolidated financial statements of Readie Management Limited for the period ending 31 March 2020, which will be publicly available. Readie Construction Limited is exempt from the requirement to prepare group financial statements by virtue of section 400 of the Companies Act 2006.

These financial statements therefore only present information about the company as a individual single entity.

##### d) Foreign currency

The Company's functional and presentational currency is GBP (pounds sterling).

##### e) Revenue

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the company and the revenue can be reliably measured. Revenue is measured as the fair value of the consideration received excluding value added tax. Revenue is recognised as each contract progresses. Variations on contracts are recognised in the same way once it has been agreed with a customer to commence.

## Readie Construction Limited

### Notes to the financial statements For the year ended 31 March 2020

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#### 2. Summary of Significant Accounting Policies (continued)

##### **Construction Contracts**

Contract revenue, costs and thus gross profits are recognised on the percentage completion method. When the outcome of a contract can be estimated reliably, contract revenue and contract costs associated with the contract are recognised as revenue and expenses respectively by reference to the stage of completion of that contract activity at the year end. The Company recognises the revenue and costs on the basis of the individual element of the contract to which the turnover and expense relates, in accordance with the stage of completion. Any costs and revenue that cannot be attributed to a specific element of the contract are spread over the contract on the overall percentage completion basis based on the total completion by the year end. Revenues derived from variations on contracts are recognised in the same way. When the outcome of a contract cannot be estimated reliably the company only recognises revenue to the extent of the recoverable contract costs incurred.

The stage of completion is determined on the basis of progress on each contract measured by reference to physical estimates by quantity surveyors on the work performed to date. A conservative proportion of the profit estimated to be earned on completion of contracts is considered by reference to work completed at the year end.

Amounts recoverable on long term contracts, which are included in debtors, are stated at the net sales value of the work done after provision for contingencies and anticipated future losses on contracts, less amounts received as progress payments on account. Excess progress payments are included in creditors as payments on account.

Profits on long term contracts are taken as the work is carried out and the final outcome can be assessed with reasonable certainty. Overall losses on contracts are recognised in full as soon as identified. Losses on individual elements of a contract are not recognised if this can be set against profits elsewhere within a contract.

##### **f) Employee benefits**

The Company provides a range of benefits to employees, including annual bonus arrangements, paid holiday arrangements and defined contribution pension plans.

##### **(i) Short term benefits**

Short term benefits are recognised as an expense in the period in which the service is received.

## Readie Construction Limited

### Notes to the financial statements For the year ended 31 March 2020

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#### 2. Summary of Significant Accounting Policies (continued)

##### (ii) *Defined contribution pension plans*

The Company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the Company has no further payment obligations. The contributions are recognised as an expense when they are due. Amounts not paid are shown in accruals in the balance sheet. The assets of the plan are held separately from the Company in independently administered funds.

##### g) **Share based compensation**

The ultimate parent company, Readie Management Limited has issued share options to certain employees. The fair value of the share-based award is determined at the grant date using a Black Scholes model. Share based awards are recognised and expensed on a straight-line basis over the vesting period based on the Company's estimate of the shares that will eventually vest.

In the consolidated financial statements of Readie Management Limited, the transaction is treated as a share based payment as the Group has received services in consideration for the equity instruments therefore, an expense is charged to the Group income statement for the fair value of the share based payment over the vesting year with a charge to equity.

In the financial statements of Readie Construction Limited (the subsidiary), as the company has no obligation to settle the award, an expense is recognised each year and the credit to equity is treated as a capital contribution.

##### h) **Taxation**

Taxation expenses represents the aggregate amount of current tax and deferred tax recognised in the reporting period.

Tax is recognised in the Statement of Comprehensive Income, except that a change attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity. Tax is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date.

A deferred tax asset or liability is recognised for tax recoverable or payable in future periods in respect of transactions and events recognised in the financial statements of current and previous periods.

## Readie Construction Limited

### Notes to the financial statements For the year ended 31 March 2020

#### 2. Summary of Significant Accounting Policies (continued)

Deferred tax arises from timing differences that are differences between taxable profits and total comprehensive income as stated in the financial statements. Timing differences result from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in the financial statements.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the balance sheet date, except that the recognition of deferred tax assets is limited to the extent that the company anticipates to make sufficient taxable profits in the future to absorb the reversal of the underlying timing differences. Deferred taxes are not discounted.

Deferred tax is measured using the tax rates and laws that have been enacted or substantively enacted by the reporting date and that are expected to apply to reversal of timing differences.

##### i) Tangible Fixed Assets

Tangible fixed assets are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

The company adds to the carrying amount of an item of fixed assets the cost of replacing part of such an item when that cost is incurred, if the replacement part is expected to provide incremental future benefits to the company. The carrying amount of the replaced part is de-recognised. Repairs and maintenance are charged to profit or loss during the period in which they are incurred.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method. The estimated useful lives range as follows:

Office and computer equipment	Over 5 years
Motor vehicles	Over 3 years
Leasehold improvements	Over 10 years

##### j) Leased assets

At inception the company assesses agreements that transfer the right to use assets. The assessment considers whether the arrangement is, or contains, a lease based on the substance of the arrangement.

##### *Operating leased assets*

Leases that do not transfer all the risks and rewards of ownership are classified as operating leases. Payments under operating leases are charged to the profit and loss account on a straight-line basis over the period of the lease.

## Readie Construction Limited

### Notes to the financial statements For the year ended 31 March 2020

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#### 2. Summary of Significant Accounting Policies (continued)

##### k) Stock

Work in progress, assets held for resale and stock are recognised at the lower of cost and net realisable value.

##### l) Debtors

Short term debtors including collateral on performance bonds are measured at transaction price, less any impairment.

##### m) Cash and Cash Equivalents

Cash and cash equivalents comprise cash in hand and demand deposits and other short-term highly liquid investments that are readily convertible to a known amount of cash, with original maturities of 3 months or less, and are subject to a significant risk to changes in value.

##### n) Creditors

Short term creditors are measured at the transaction price. Other financial liabilities are measured initially at fair value, net of transaction costs and are measured subsequently at amortised cost using the effective interest method.

##### o) Provisions

Provisions are made for losses on contracts. No provisions are made for general operating losses. Provisions are recognised when the company has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount of the obligation can be estimated reliably.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as a finance cost.

Contingent liabilities are not recognised. Contingent liabilities arise as a result of past events when (i) it is not probable that there will be an outflow of resources or that the amount cannot be reliably measured at the reporting date or (ii) when the existence will be confirmed by the occurrence or non-occurrence of uncertain future events not wholly within the Company's control. Contingent liabilities are disclosed in the financial statements unless the probability of an outflow of resources is remote.

##### p) Financial Instruments

The company only enters into basic instrument transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable, loans from bank and other third parties, and loans to related parties.

## Readie Construction Limited

### Notes to the financial statements For the year ended 31 March 2020

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#### 2. Summary of Significant Accounting Policies (continued)

Debt instruments like loans and other debtors and creditors are initially measured at present value of the future payments and subsequently at amortised cost using the effective interest method. Debt instruments that are payable or receivable within one year, typically creditors or debtors, are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration expected to be paid or received. However, if the arrangements of a short term instrument constitute a financing transaction, like the payment of a trade debt deferred beyond normal business terms or financed at a rate of interest that is not a market rate or in case of an outright short-term loan not at market rate, the financial asset or liability is measured, initially and subsequently, at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in profit or loss.

For financial assets measured at amortised cost, the impairment loss is measured as the difference between an asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate. If a financial asset has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

For financial assets measured at cost less impairment, the impairment loss is measured as the difference between an asset's carrying amount and the best estimate. Which is an approximation, of the amount that the company would receive for the asset if it were to be sold at the reporting date.

Financial assets and liabilities are offset and the net amount reported in the statement of financial position when there is an enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

#### q) Share Capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new ordinary shares or options are shown in equity as a deduction, net of tax, from the proceeds.

#### r) Distributions to equity holders

Dividends and other distributions to Company's shareholders are recognised as a liability in the financial statements in the period in which the dividends and other distributions are approved by the Company's Directors or Shareholders as appropriate. These amounts are recognised in the statement of changes in equity.

## Readie Construction Limited

### Notes to the financial statements For the year ended 31 March 2020

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#### 2. Summary of Significant Accounting Policies (continued)

##### s) Related party transactions

The company discloses transactions with related parties which are not wholly owned within the same group.

#### 3. Critical Accounting Judgements and Estimation Uncertainty

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

##### Critical Accounting Estimates and Assumptions

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

##### (i) *Impairment of debtors*

The Company makes an estimate of the recoverable value of trade and other debtors including accrued income. When assessing impairment of trade and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience.

##### (ii) *Percentage completion method used for long term contracts*

The company makes an estimate of the stage of completion of a project based on the costs incurred and revenue earned at the period end. Management then make assumptions regarding the collectability of billings and future expected costs. The method used is as stated in the construction contracts accounting policy 2e). Estimation uncertainty will exist with regard to the gross profit being recognised at the year end. The Directors believe that this uncertainty is reduced to an acceptable level by using quantity surveyors' reports to assess the stage of the contract at the period end.

##### (iii) *Valuation of share options using the Black-Scholes Model*

The group has estimated the valuation and subsequent charge to the income statement for the equity settled share-based payment (see note 26). Management have used the Black-Scholes Model which require several assumptions including the valuation of the shares at grant date. These assumptions all have estimation uncertainty and judgement which may change the charge to the income statement over the vesting period of the share options. The fair value is expensed on a straight-line basis over the vesting period. In addition to the Black Scholes Model, Management have made a judgement over the terms of the shares issued to determine the vesting period to be 10 years.

## Readie Construction Limited

### Notes to the financial statements For the year ended 31 March 2020

#### 3. Critical Accounting Judgements and Estimation Uncertainty (continued)

##### (iv) Provisions

Provision is made for asset retirement obligations, dilapidations and contingencies. These provisions require management's best estimate of the costs that will be incurred based on legislative and contractual requirements. In addition, the timing of cash flows and the discount rates used to establish net present value of the obligations require management's judgement.

#### 4. Turnover

The turnover and profit before taxation are attributable to the one principal activity of the company, construction. All turnover of £195,945,643 (2019: £172,841,305) was within the United Kingdom.

#### 5. Staff Costs (including Directors' remuneration)

	2020	2019
	£	£
Wages and salaries	8,851,051	7,867,068
Social security costs	1,186,907	1,328,527
Other pension costs	477,524	388,177
Share based payment charge (Note 20)	161,133	-
	10,676,615	9,583,772

The average monthly number of employees during the year was as follows:

	2020	2019
Administration	30	23
Construction	136	113
	166	136

#### 6. Directors' Emoluments in Respect of Services as a Director

	2020	2019
	£	£
Directors' remuneration	592,324	602,108

The number of directors to whom retirement benefits were accruing was as follows:

	2020	2019
	No.	No.
Money purchase schemes	4	4

## Readie Construction Limited

### Notes to the financial statements For the year ended 31 March 2020

#### 6. Directors' Emoluments in Respect of Services as a Director (continued)

During the year the company contributed £30,650 (2019: £31,938) towards money purchase pension scheme for the directors.

The highest paid director received pension of £10,000 (2019: £10,000) together with salary and benefits of £194,347 (2019: £192,119), for all services provided to the entity.

The number of Directors who exercised share options in the year totalled none (2019: one).

#### 7. Operating Profit

The operating profit is stated after charging:

	2020	2019
	£	£
Other operating leases	99,047	50,876
Depreciation - owned assets	126,129	82,951
Share based payment charge (Note 20)	161,133	-
Fees payable to the Company's auditor:		
-remuneration for audit services	46,350	50,000
-remuneration for tax advisory services	52,849	-
-remuneration for tax compliance services	7,674	-

#### 8. Interest Receivable

	2020	2019
	£	£
Interest on corporation tax	-	238

#### 9. Interest Payable and Similar Charges

	2020	2019
	£	£
Other interest payable	170	417

#### 10. Taxation

The tax charge on the profit on ordinary activities for the year was as follows:

	2020	2019
	£	£
UK corporation tax	1,167,937	1,315,660
Deferred tax (origination and reversal of timing differences)	(12,769)	(118,955)
<b>Tax on profit on ordinary activities</b>	<b>1,155,168</b>	<b>1,196,705</b>

## Readie Construction Limited

### Notes to the financial statements For the year ended 31 March 2020

#### 10. Taxation (continued)

UK corporation tax has been charged at 19% (2019: 19%).

#### Reconciliation of Total Tax Charge included in Profit and Loss

The tax assessed for the year is lower than the standard rate of corporation tax in the UK. The difference is explained below:

	2020	2019
	£	£
Profit on ordinary activities before tax	7,271,972	7,271,292
Profit on ordinary activities multiplied by the standard rate of corporation tax in the UK of 19% (2019: 19%)	1,381,675	1,381,545
Expenses not deductible for tax purposes	79,563	29,239
Adjustments to tax charge in respect of previous periods	(113,174)	(190,074)
Group relief (claimed)	(62,507)	-
Additional deduction for R&D expenditure	(120,536)	-
Adjust closing deferred tax to average rate of 19% (2019: 19%)	-	9,853
Adjust opening deferred tax to average rate of 19% (2019: 19%)	(9,853)	142
Deferred tax not recognised	-	(34,000)
	1,155,168	1,196,705

#### 11. Dividends

Ordinary shares of £1 each

	2020	2019
	£	£
Dividends declared and paid	6,621,000	4,021,000

## Readie Construction Limited

### Notes to the financial statements For the year ended 31 March 2020

#### 12. Tangible Fixed Assets

	Office & Computer Equipment	Motor Vehicles	Leasehold Improvements	TOTAL
	£	£	£	£
<b>COST</b>				
At 1 April 2019	347,255	24,300	151,552	523,107
Additions	63,509		106,784	170,293
Disposals	-	-	-	-
At 31 March 2020	410,764	24,300	258,336	693,400
<b>DEPRECIATION</b>				
At 1 April 2019	117,656	23,678	2,454	143,788
Depreciation	102,581	622	22,926	126,129
Disposals	-	-	-	-
At 31 March 2020	220,237	24,300	25,380	269,917
<b>NET BOOK VALUE</b>				
At 31 March 2019	229,599	622	149,098	379,319
At 31 March 2020	190,527	-	232,956	423,483

#### 13. Stocks

	2020 £	2019 £
Work in progress	1,075,978	214,166
Total Stocks	1,075,978	214,166

## Readie Construction Limited

### Notes to the financial statements For the year ended 31 March 2020

#### 14. Debtors

##### Amounts Falling Due Within One Year

	2020	2019
	£	£
Trade debtors	15,870,411	10,591,668
Amounts owed by group undertakings	6,373,183	6,373,183
Amounts recoverable on contracts	15,619,839	12,691,597
Other debtors	28,611	-
Social security and other taxes	1,131,873	-
Prepayments and accrued income	252,916	266,903
	39,276,833	29,923,351

Amounts recoverable on contracts represents sales invoices issued after 31 March 2020 in respect of work undertaken in the year ended 31 March 2020 with appropriate provision being made in accruals and deferred income (Note 15) for costs incurred in undertaking such work but which had not been invoiced at 31 March 2020.

Amounts owed by group undertakings loan is detailed in Note 21.

##### Amounts Falling Due After One Year

	2019	2019
	£	£
Trade debtors	1,112,527	923,369
Deferred tax	-	83,748
	1,112,527	1,007,117

## Readie Construction Limited

### Notes to the financial statements For the year ended 31 March 2020

#### 15. Creditors: Amounts Falling Due Within One Year

	2020	2019
	£	£
Trade creditors	19,212,454	14,195,773
Taxation	366,087	808,361
Social security and other taxes	391,798	1,415,556
Other creditors	-	2,339
Accruals and deferred income	17,105,598	16,558,771
Amounts payable in relation to long term contracts	6,208,512	4,329,875
Amounts owing to related parties	31,766	-
	43,316,215	37,310,675

Accruals and deferred income include accrued costs of £17,306,042 (2019: £15,361,755) representing costs of work undertaken at 31 March 2020 relating to turnover including accrued income recognised in these financial statements and included in Amounts recoverable on long term contracts referred to in note 14 above.

#### Creditors: Amounts Falling Due after One Year

	2020	2019
	£	£
Amounts payable in relation to long term contracts	1,073,123	959,588

#### 16. Pension Costs

The Company operates a defined contribution pension scheme and amounts unpaid at the period end totals £58,870 (2019: £49,191). Pension costs recognised as an expense totals £457,524 (2019: £388,177).

#### 17. Leasing Agreements

The total of future minimum lease payments fall due as follows:

	Non-cancellable operating leases	
	2020	2019
	£	£
Within one year	105,500	91,912
Between one and five years	321,153	261,123
More than five years	-	333,173
	426,653	686,208

Lease payments recognised as an expense total £99,047 (2019: £50,876).

## Readie Construction Limited

### Notes to the financial statements For the year ended 31 March 2020

#### 18. Provisions for Liabilities

	2020	2019
	£	£
Lease reinstatement	10,000	10,000
Onerous Contracts	536,994	1,816,922
Deferred tax	16,657	-
	563,651	1,826,922

The lease reinstatement cost is a dilapidations provision for the existing lease for the premises at Unit 18 and Unit 15 which are under a non-cancellable operating lease.

The onerous contracts provision is a charge of £536,994 for the period in relation to loss making contracts where the outflow for these projects are expected to occur within a year.

	Deferred tax
	£
Balance at 1 April 2019 (deferred tax asset)	83,748
Charged during year	(100,405)
Balance at 31 March 2020 (deferred tax liability)	(16,657)

The provision for deferred tax is made up as follows:

	2020	2019
	£	£
Fixed asset timing differences	(29,742)	83,748
Short term timing differences	13,085	-
	(16,657)	83,748

#### 19. Reserves

Profit and loss account – include all current and prior period retained profits and losses & dividends paid out from those reserves.

Share based payment reserve – in Readie Construction Limited, this is the capital contribution from its parent company for the share-based payment options

## Readie Construction Limited

### Notes to the financial statements For the year ended 31 March 2020

#### 20. Share based payment reserve

Readie Management Limited, the parent undertaking, provides equity settled share-based payment arrangements to certain employees of Readie Construction Limited, the subsidiary company, under an Enterprise Management Incentive (EMI) scheme. The share options were granted on 31 January 2018 and were exercised on 31 January 2018. The vesting is conditional on the continuous service of the employee for a ten-year period. The fair value is expensed on a straight-line basis over the vesting period, in this case, ten years. The employees are entitled to dividends during the vesting period based on company performance.

The fair value of the share options has been determined using the Black-Scholes model.

A reconciliation of the share option movements over the year to 31 March 2020 is shown below:

	No.	Weighted average exercise price
At 1 April 2017	-	-
Granted	20,364	£36.52
Forfeited	-	-
Exercised	(20,364)	(£36.52)
Expired	-	-
As at 31 March 2018	-	-
As at 31 March 2019	-	-
<b>At 31 March 2020</b>	<b>-</b>	<b>-</b>

#### Assumptions used in estimating fair value:

Fair value of shares at date of grant	£39.50
Exercise price	£3.01
Risk free rate	0.10%
Expected volatility	5.0%
Expected Life	10 years

## Readie Construction Limited

### Notes to the financial statements For the year ended 31 March 2020

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#### 21. Related Party Disclosures

The company is not required to disclose related party transactions with companies who are wholly owned within the group, in accordance with FRS102.

##### **Vantage (2009) SSAS**

During the year the company paid £20,000 (2019: £20,000) to Vantage (2009) SSAS, a pension fund in which certain directors are also members.

At the Statement of financial position date, the amount due to Vantage (2009) SSAS was £Nil (2019: £7,200).

During the year £20,000 (2019: £24,000) was charged to the Statement of comprehensive income.

##### **H J S Limited**

During the year, the company paid £59,560 (2019: £57,453) for plant hire services to H J S Limited, a company in which a director, Mr P M Stephens is also a director and holds 50% of issued share capital.

At the Statement of financial position date, the amount due to H J S Limited was £9,466 (2019: £3,332) included under trade creditors.

During the year £54,745 (2019: £43,050) was charged to the Statement of comprehensive income.

##### **Readie Management Limited**

At 31 March 2020 the Company was owed £6,373,183 (2019: £6,373,183) by Readie Management Limited, the ultimate parent company.

These intercompany loan balances are unsecured and repayable on demand. These balances are included in note 14.

##### **Vengeance Investments Limited**

During the year, the company paid £86,400 (2019: £31,769) to Vengeance Investments Limited, a company in which Mr P M Stephens and Mr G S Read are directors and hold 50% of issued share capital each.

At the Statement of financial position date, the amount due to Vengeance Investments Limited was £21,600 (2019: £21,600).

During the year £72,000 (2019: £44,867) was charged as rent costs to the Statement of comprehensive income.

## **Readie Construction Limited**

### **Notes to the financial statements For the year ended 31 March 2020**

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#### **21. Related Party Disclosures (continued)**

##### **Ram Web Solutions Limited**

During the year, the company paid £4,120 (2019: £6,730) to RAM Web Solutions Limited, a company in which a director, Mr P M Stephens holds 50% of issued share capital and is the brother of Mr P M Stephens and MR D I Stephens, Directors of Readie Construction Limited.

At the balance sheet date, the amount due to RAM Web Solutions Limited was £700 (2019: £700) included under trade creditors.

During the year the £4,220 (2019: £6,070) was charged to the Statement of comprehensive income.

#### **22. Ultimate Controlling Party**

Readie Management Limited is the ultimate parent company. Readie Management Limited's registered office is Unit 18, Falcon business centre, Ashton Road, RM3 8UR. It is an entity incorporated in England.

Consolidated financial statements for Readie Management Limited are available from Companies House.

The ultimate joint controlling parties are G.S. Read and P.M. Stephens.