

THOMAS TELFORD LIMITED

Company No 2556636

FINANCIAL STATEMENTS

**For the year ended
31 DECEMBER 2024**

Company registration number: 2556636

Registered office: 1 - 7 Great George Street
London
SW1P 3AA

Directors: Rachel White (Chair)
Marta Fernandez Bertos
Simon Harden
Richmond Mark Lowry
Lara Martini
Andrea Naylor
Gary Payne
Kulvinder Sihota
Kaila Yates
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INDEX	PAGE
Strategic Report	3
Directors' Report	7
Independent Auditor's Report	10
Statement of Income and Retained Earnings	13
Statement of Financial Position	14
Principal accounting policies	15
Notes to the financial statements	17

The directors present the Strategic Report of Thomas Telford Limited (“the Company”) for the year ended 31 December 2024.

The Company is limited by shares, incorporated in 1990 in the United Kingdom under the Companies Act 2006 (“the Companies Act”) in England and Wales. The registered office of the Company is 1-7 Great George Street, Westminster, London, SW1P 3AA.

The Company is a wholly owned subsidiary of the Institution of Civil Engineers. The Institution of Civil Engineers along with its subsidiaries are hereafter referred to as “the Group”.

Review of the business

The principal activities of the Company are the publication of contracts and related materials, the organisation and provision of training, the provision of consultancy services, and the provision of event and meeting facilities and ancillary services.

The Company recorded a strong financial result in 2024, delivering a post-tax profit of £5,130k (2023: £11,026k). This represents distributable net profit after tax that is available for distribution to the Company’s ultimate parent undertaking, The Institution of Civil Engineers, under the terms of a Deed of Covenant.

Following an extensive strategic review of the business the Company sold the majority of its book catalogue, all journal titles, and other related publishing assets in May 2023 to Emerald Publishing Limited. The sale did not include NEC Guides and related products, which continue to be published by the Company.

Operating profit, before the gain on disposal of the publishing assets of £nil (2023: £5,283k) and net interest receivable of £103k (2023: £21k), was £5,027k (2023: £5,722k). Underlying performance across the business remains strong, and the decrease in operating profit reflects the closure of the events and hospitality business for an extended closure over the Summer of 2024, whilst parts of the building underwent planned refurbishment, and continued investment in product development within NEC.

The contract, training, and consultancy business continued its organic growth. A significant milestone was the 15th anniversary of NEC contract usage in Hong Kong, which was celebrated at the Asia-Pacific Conference in November, attended by over 250 delegates. The event featured a presentation by the Permanent Secretary for Development (Works) from the Government of Hong Kong’s Development Bureau, which included the launch of the Hong Kong Edition of the NEC Term Service Contract.

In August, NEC and the Ministry of Economy and Finance of Peru announced a new partnership, establishing the NEC Suite of contracts as the country’s preferred contract framework for infrastructure projects. Representatives from all parties convened to sign a Memorandum of Understanding, paving the way to the publication of an official Spanish translation of the entire NEC4 Contract, along with user guides and training programmes.

The events venue, One Great George Street in Westminster, London, demonstrated a strong underlying performance but was impacted in the year by a three month closure whilst major refurbishment works were carried out. However, the business does continue to face external pressures stemming from a challenging economic climate in the United Kingdom which has impacted operational costs and contributed to a tightening labour market. Despite these challenges, the venue remains resilient, with demand continuing to be strong.

Key performance indicators

The Company monitors its performance on a regular basis through a number of key performance indicators. Financial performance is monitored monthly and principal financial measures are turnover, gross and operating profit margins. Performance is monitored against budgets and prior year. The measures are reviewed in detail by the directors and the executive team to ensure that they are understood and, where necessary, that informed measures are taken to improve them.

	2024	2023
Turnover	£22.0m	£22.1m
Gross margin	82%	81%
Operating margin	23%	26%

Non-financial performance is monitored in a number of ways as appropriate for the different business divisions.

Achievement of KPIs, both financial and non-financial, is directly linked to executive pay and reward.

Future developments

The Company is well positioned to support the infrastructure industry while addressing ongoing skills shortages through its training, publications, and recruitment services. The market leading NEC4 Contract suite continues to receive widespread endorsement, while our accredited project management training is highly regarded and increasingly attracting interest from international clients in both existing and emerging markets, including Peru, where we launched the first Spanish NEC4 translations in early March 2025.

The directors believe that with continued investment in the company's product range, with particular emphasis on quality and employing people with the relevant expertise, the company will continue to improve its strong market position.

Principal risks and uncertainties

The Board has overall responsibility for the Company's identification and evaluation of key risks and ensuring appropriate systems of internal control are in place to mitigate against these risks. The role of executive management is to implement the Board's policies on risk and control and present assurance on compliance with these policies by the Company. All employees are accountable for operating within these policies. Where mitigating actions require additional resources such as employment of staff or development of systems, products and services, these are approved by the Board as part of the ongoing budgeting and forecasting process.

Economic risks

The Company is subject to risks from competition and trends in the external economic and business environment, and the principal uncertainty facing the business at the date of signing these financial statements is the current state of the economy in the United Kingdom, and the uncertainty this creates, including the effect this may have on client and consumer sentiment.

The affect that this may have on the company's hospitality and training businesses cannot be accurately quantified, but the directors are of the opinion that the company's diversified activities and established relationships with clients and suppliers across different geographic areas and industries leaves the company as a whole in a strong position to manage the risk successfully.

Financial risks

The Company is exposed to credit risk on its trade debtor balances. The company has a credit control facility which monitors exposure to credit risk.

The Company has debt in the form of a deferred loan from its parent undertaking. The loan is subject to interest at a variable rate. The company is exposed to cash flow risk on that debt instrument as a result of movements in interest rates.

The company seeks to manage financial risk by ensuring sufficient liquidity is available to meet foreseeable needs and to invest cash assets safely and profitably. The Company's policy throughout the year has been to achieve this objective through management's day to day involvement in business decisions rather than through setting maximum or minimum liquidity ratios.

Operational risks

Each of the principal operating areas is also subject to specific risks.

The provision of meeting facilities and ancillary services is exposed to the risks of health and safety incidents.

The provision of engineering contracts and related services are dependent upon continued endorsement from statutory organisations and major customers.

Recruitment services are subject to changes in the structure of this market, with an increasing number of positions being filled through social media channels.

Section 172(1) Statement

The directors of the Company have regard to the interests of the Company's stakeholders in accordance with S172(1)(a – f) of the Companies Act 2006.

The directors recognise their responsibility to act in good faith to promote the success of the Company for the benefit of its shareholder, the Institution of Civil Engineers, while also considering the impact of their decisions on other stakeholders. These stakeholders include clients, strategic partners, employees, suppliers, the environment, and the wider community. Engagement with these stakeholders, to understand the issues and factors which are most important to them, is a vital impact of our decision-making process. In making key decisions, the directors consider the outcomes of the engagement with relevant stakeholders.

The Company and Group have an established governance, risk management, and internal control framework that facilitates Board oversight. The framework also ensures that directors consider all relevant factors in accordance with their duties prior to making major Board decisions and that the Board makes decisions for the long-term success of the Company and its stakeholders. The directors use conclusions from the Company's regular review of its governance, risk management, and internal controls frameworks to improve Board activities and decision-making processes.

Supplier and customer engagement

The Company recognises the importance of fostering business relationships with its suppliers to meet operational and strategic priorities, maximise efficiencies, and optimise costs. Having strong commercial relationships is key to operating the Company successfully, and the Company engages with suppliers on a regular basis to ensure they are providing the services as anticipated by the Company and seeking feedback from suppliers, where applicable.

It is the Company's policy to agree appropriate terms and conditions in advance with its suppliers and to make payment in accordance with those terms and conditions, provided that the supplier has complied with them.

Client care is within the Board's main area of interest. Listening to our clients' needs and acting in their best interest is our priority. Working with domestic and international markets, we work with our customers to bring innovative and tailored solutions to their needs, and once established, we maintain long lasting relationships with them.

Shareholder engagement

Engagement with The Institution of Civil Engineers, the Company's sole shareholder and ultimate parent, is essential for the long-term success of the Company. Key decisions are considered by the Board and discussed with the shareholder. The Chair and the Managing Director of the Company act as the primary interfaces between the Company and the shareholder.

Employee engagement

Thomas Telford Limited staff are employed by The Institution of Civil Engineers Group and salary, social security, and pension costs are paid by The Institution of Civil Engineers and staff time relating to Thomas Telford Limited is recharged to the company.

The Board recognises that the continuing success of the Company depends on its staff and, in conjunction with the Institution of Civil Engineers, is adopting policies designed to retain, attract, develop, and train talented individuals and teams.

Regular and open communication between management and employees is viewed as essential for motivating a highly educated workforce. As a result, both the Company and the Group place considerable value on the involvement of its employees and has continued to keep them informed on matters affecting them as employees and on the various factors affecting the performance of the Company. This is achieved through formal and informal meetings, with regular briefings held to provide business updates and give opportunities for questions and feedback.

Environmental matters

The Company is a wholly owned subsidiary of the Institution of Civil Engineers, for which consolidated financial statements have been prepared for the financial year ended 31 December 2024. Accordingly, the Company's sources of greenhouse gas emissions and energy usage are reported as part of the Group financial statements of the Institution of Civil Engineers, which are available from One Great George Street, Westminster, London, SW1P 3AA.

BY ORDER OF THE BOARD



Rachel White
Director

Date: 14/03/25

The directors present their annual report together with the audited financial statements of the Company for the year ended 31 December 2024.

Information about the Company's performance for the company for the year ended 31 December 2024, along with the Section 172(1) Statement, information on future developments, and an analysis of principal risks and uncertainties, can be found in the Strategic Report.

Results and Dividends

The results for the year are set out on page 15. Qualifying charitable donations to the Company to its parent in respect of the year total £5,130k (2023: £11,026k).

The directors do not propose the payment of a dividend.

Directors

The membership of the Board during the period from 1 January 2024 to the date of this report is set out below. All directors served on the Board throughout the period, except as noted:

Rachel White – Chair
Marta Fernandez Bertos
Simon Harden
Richmond Mark Lowry
Lara Martini
Calum Mercer (resigned 18 February 2025)
Carolyn Morgan (resigned 11 November 2024)
Andrea Naylor
Kulvinder Sihota (appointed 6 February 2025)
Gary Payne
Kaila Yates (appointed 4 February 2025)
Janet Young

None of the directors had a beneficial interest in the share capital of the company during the year.

Directors' and officers' liability

The Company has made qualifying third-party indemnity provision for the benefit of its directors against liability in respect of proceedings brought by third parties, subject to conditions set out in section 234 of the Companies Act 2006. Such qualifying third-party indemnity provision was in place during the period and remains in force as at the date of approving this report.

Corporate Governance

The Board discharges its responsibilities by providing effective governance and oversight to the Company within a framework of prudent and proportionate controls, which enables risk to be assessed at an early stage and proactively managed. The Board sets the Company's strategic aims and ensures that the necessary financial and human resources are in place for the Company to meet its business commitments. The Board regularly monitors management's performance.

The Board maintains a schedule of matters, which are specifically reserved for its decision. Such matters include, but are not limited to, the final approval of annual budgets, strategic plans, major investment decisions, and any changes to the Company's financing arrangements. It has also adopted a framework of delegated commercial and operational authorities which define the scope of the executive officers' powers and those of subsidiary management.

The Board convenes at least six times a year at formal Board meetings.

Employee policies

The education and development of staff is a priority. With the intent of attracting, recruiting, developing, and retaining key employees, the Group maintains a number of policies and procedures, which are participated in by the Company, such as an equal opportunities policy. Employee development is encouraged through appropriate training.

The Company is an equal opportunities employer and bases decisions on an individual's ability regardless of race, religion, gender, sexuality, age, or disability. The Company's equal opportunities policy is designed to ensure that all applicants are given the same consideration when they apply for jobs, and that all employees enjoy the same training and career development prospects.

Applications for employment by disabled persons are always fully considered, bearing in mind the aptitudes of the applicant concerned. In the event of employees becoming disabled, every effort is made to ensure their employment with the Company continues and appropriate training is arranged. It is the policy of the Company that the training, career development, and promotion of disabled employees should, as far as possible, be identical to that of other employees.

The Company continues to ensure that there is continued support for staff working from home and has policies in place to enable flexible working conditions.

Health and safety

The Company has well-developed health and safety policies and procedures, safeguarding employees, contractors, and visitors in compliance with applicable registration and practice.

Going concern

Whilst there are ongoing challenges within some of the markets in which the Company operates, the directors have considered these regarding the current economic climate. Detailed budgets and cash flow forecast are completed in conjunction with the Company's ultimate parent and controlling party, the Institution of Civil Engineers. Ongoing performance against targets is comprehensively reviewed with forecasts updated on a regular basis.

After careful consideration of the above, the directors have a reasonable expectation that the Company has adequate resources to continue in operational existence and operate within the level of their facilities for the foreseeable future and for a period of not less than 12 months from the date of signing the financial statements and they continue to adopt the going concern basis in preparing the annual report and accounts.

Events after the balance sheet date

There have been no significant events affecting the Company since the year end.

Statement of Directors' Responsibilities

The directors are responsible for preparing 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). 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 judgments 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, to disclose with reasonable accuracy at any time the financial position of the company and to 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.

Financial statements are published on the company's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the company's website is the responsibility of the directors. The directors' responsibility also extends to the ongoing integrity of the financial statements contained therein.

Provision of information to the auditor

Each of the persons who are directors at the time when the Directors' Report is approved has confirmed that:

- so far as the director is aware, there is no relevant audit information of which the company's auditors are unaware; and
- the director has taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the company's auditors are aware of that information.

Auditors

On 18 November 2024 the company's auditor changed its name from haysmacintyre LLP to HaysMac LLP.

HaysMac LLP offer themselves for reappointment as auditors in accordance with Section 385 of the Companies Act 2006.

BY ORDER OF THE BOARD

rachel white

Rachel White

Director

Date: 14/03/25

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THOMAS TELFORD LIMITED

Opinion

We have audited the financial statements of Thomas Telford Limited (the 'Company') for the year ended 31 December 2024 which comprise the Statement of Income and Retained Earnings, the Statement of Financial Position 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 December 2024 and of the 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.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the director's use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The directors are responsible for the other information. The other information comprises the information included in the annual 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.

Opinions on other matter 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.

Matters on which we are required to report by exception

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.

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 by the Company, 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

As explained more fully in the directors' responsibilities statement set out on page 4, 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Based on our understanding of the Company and industry, we identified that the principal risks of non-compliance with laws and regulations related to Company law applicable in England and Wales, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to revenue and management bias in accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates, in particular the valuation of intangible assets and provisions for bad and/or doubtful debts and stock.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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. This description forms part of our auditor's report.

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.



Thomas Wilson (Senior Statutory Auditor)
for and on behalf of HaysMac LLP, statutory auditor
10 Queen Street Place
London, UK
EC4R 1AG

Date: **14/03/25**

HaysMac LLP is a limited liability partnership registered in England and Wales (with registered number OC423459).

	Note	2024 £'000	2023 £'000
Turnover	1	21,984	22,126
Cost of sales		<u>(3,939)</u>	<u>(4,277)</u>
Gross profit		18,045	17,849
Administrative expenses		<u>(13,018)</u>	<u>(12,127)</u>
Operating profit		5,027	5,722
Gain on disposal of publishing assets		-	5,283
Interest receivable	2	121	39
Interest payable	2	<u>(18)</u>	<u>(18)</u>
Profit on ordinary activities before taxation		5,130	11,026
Tax on profit on ordinary activities	5	<u>-</u>	<u>-</u>
Profit on ordinary activities after taxation		5,130	11,026
Payment under Gift Aid to The Institution of Civil Engineers		<u>(5,130)</u>	<u>(11,026)</u>
Retained profit for the financial year		-	-
Retained earnings brought forward	12	15	15
Retained earnings carried forward		<u>15</u>	<u>15</u>

All transactions arise from continuing operations.

There was no other comprehensive income in the period (2023: £nil).

	Note	2024 £'000	2023 £'000
Fixed assets			
Intangible assets	6	1,001	652
Tangible assets	7	<u>118</u>	<u>143</u>
		1,119	795
Current assets			
Stocks	8	77	137
Debtors	9	2,878	3,343
Cash at bank and in hand		<u>8,459</u>	<u>3,770</u>
		11,414	7,250
Creditors: amounts falling due within one year	10	<u>(11,477)</u>	<u>(7,097)</u>
Net current assets/(liabilities)		<u>(63)</u>	<u>153</u>
Total assets less current liabilities		<u>1,056</u>	<u>948</u>
Creditors: amounts falling due after more than one year	11	<u>(1,040)</u>	<u>(932)</u>
Net assets		<u><u>16</u></u>	<u><u>16</u></u>
Capital and reserves			
Called up share capital	12	1	1
Retained earnings	12	<u>15</u>	<u>15</u>
Equity shareholders' funds	12	<u><u>16</u></u>	<u><u>16</u></u>

The financial statements were approved and authorised for issue by the Board of Directors on 14/03/25

rachel white

Rachel White
Director

Company registration number: 2556636

Basis of Preparation

These financial statements have been prepared in accordance with applicable United Kingdom accounting standards, including Financial Reporting Standard 102 – ‘The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland’ (‘FRS 102’), and with the Companies Act 2006.

The financial statements have been prepared on the historical cost basis.

The accounting policies have remained unchanged from the previous year.

Going Concern

The directors have assessed whether the use of the going concern assumption is appropriate in preparing these accounts. The directors have made this assessment in respect to a period of one year from the date of approval of these accounts. After reviewing the company’s forecasts and projections the directors are of the opinion that the company will have sufficient resources to meet its liabilities as they fall due. Accordingly, the directors continue to adopt the going concern basis in preparing these financial statements.

Disclosure exemptions

The company has taken advantage of the following disclosure exemptions under available in FRS 102 to subsidiary undertakings:

- Requirement to publish a cash flow statement.
- Financial instrument disclosures.
- Key management personnel compensation (but company law disclosures for directors’ remuneration still apply).
- Related party transactions entered into between two or more members of the group.

Significant judgements and estimates

Preparation of the financial statements requires the directors to make significant judgements and estimates. In the case of the company the areas affected by judgement and estimation are the estimation of the useful lives of intangible and tangible fixed assets and the related calculation of depreciation, the calculation of the provision for bad and/or doubtful debts, and the calculation of any stock provision required.

Intangible Assets

Intangible assets are measured at cost less accumulated amortisation and any accumulated impairment losses. Amortisation is charged so as to allocate the cost of the intangibles less their residual values over their estimate useful lives, using the straight line method. Only items costing more than £5,000 are capitalised.

Intangible assets comprise software development costs and are amortised over 5-7 years.

Tangible Assets

Tangible assets are measured at cost less accumulated depreciation and any accumulated impairment losses. Depreciation is calculated to write down the cost less estimated residual value of all tangible fixed assets over their expected useful lives, using the straight line method. Only items costing more than £5,000 are capitalised.

Tangible assets comprise furniture and computer equipment and are depreciated over 5 years.

Stocks

Stocks are stated at the lower of cost and net realisable value.

Corporation tax

No provision for corporation tax is due on the company's profit in view of the arrangements to pay the whole of each year's assessable profits to The Institution of Civil Engineers under gift aid. Subject to the relevant payments being made in future years no liability for corporation tax arises under present legislation.

Turnover

Turnover is measured at fair value of the consideration received or receivable, net of discounts, and value added taxed. Turnover includes revenue earned from publishing, catering, room hire, recruitment, consultancy, and training.

Publishing

Publishing turnover comprises journal subscriptions and the sale of books and contracts. Turnover is recognised when the significant risks and rewards of ownership of the goods has transferred to the buyer. This is usually when the product has been delivered. Journal subscriptions are allocated to the year to which it relates, with payments received in advance being held as deferred income. NEC copyright licence subscriptions are recognised on a pro-rata basis.

Catering and Room Hire

Turnover is recognised when the service has been provided. Payments received in advance are held as deferred income.

Recruitment

Recruitment advertising turnover relates to fees charged to clients for placing adverts on a web-based job board. Advert turnover is recognised in the month the advert is placed or in the case of multi-advert contracts pro-rated over the duration of the contract, which is typically 12 months.

Consultancy

Consultancy income is recognised when the service has been provided. Payments received in advance are held as deferred income.

Training

Training income relates to in-house training, public training and online learning. In-House training comprises training services provided directly to customers. Public training is delivered at events that are open to all, and online learning is delivered over the internet. Turnover is recognised when the training has taken place. Payments received in advance are held as deferred income.

Grants

Grant income is recognised when there is evidence of entitlement to the funds. Income is deferred where there are time constraints imposed on the funding or if the funding is performance related. Where entitlement to grants receivable is dependent upon fulfilment of conditions within the company's control, the income is recognised when there is sufficient evidence that conditions will be met.

Operating leases

Payments made under operating leases are charged to the income statement account on a straight-line basis over the lease term.

Foreign currency

Transactions in foreign currencies are translated at the exchange rate ruling at the date of the transaction. Monetary assets and liabilities in foreign currencies are translated at the rates of exchange ruling at the balance sheet date. Any gain or loss arising from a change in exchange rates subsequent to the date of the transaction is included as an exchange gain or loss in the income statement.

1 Turnover

	2024 £'000	2023 £'000
Publishing	5,685	6,524
Catering & room hire	6,989	7,304
Training & consultancy	9,160	8,086
Recruitment	150	212
	<u>21,984</u>	<u>22,126</u>
	2024 £'000	2023 £'000
Geographical markets supplied		
United Kingdom	18,120	17,584
Overseas	3,864	4,542
	<u>21,984</u>	<u>22,126</u>

2 Interest income/(expense)

	2024 £'000	2023 £'000
Bank interest received	117	8
Interest received from parent undertaking	4	31
Interest payable on deferred loan from parent undertaking	(18)	(18)
	<u>103</u>	<u>21</u>

3 Profit on ordinary activities before taxation

The profit on ordinary activities before taxation is stated after:

	2024 £'000	2023 £'000
Depreciation	60	69
Amortisation	184	237
Auditors' remuneration:		
- Audit services	17	16
- Non-audit services	46	26
Operating lease payments	2	2

4 Staff costs and directors' emoluments

Thomas Telford Limited staff are employed by The Institution of Civil Engineers Group and salary, social security, and pension costs are paid by The Institution of Civil Engineers. Staff time relating to Thomas Telford Limited is recharged to the company.

Included in the contributions to the staff costs are the following payments for directors:

	2024 £'000	2023 £'000
Directors' remuneration	365	405
Company pension contributions	33	25
	<u>398</u>	<u>430</u>

The highest paid director received total emoluments of £200k during the year (2023: £158k) and company pension contributions of £17k (2023: £12k).

Staff costs in the year to 31 December 2024 include redundancy costs of £88k (2023: £75k) and termination payments of £19k (2023: £14k).

5 Tax on profit on ordinary activities

The tax charge is based on the profit for the year and represents:

	2024 £'000	2023 £'000
United Kingdom corporation tax on profit for the year	<u>-</u>	<u>-</u>
Factors affecting the tax charge for the year:		
Profit on ordinary activities before taxation	<u>5,130</u>	<u>11,026</u>
Corporation tax expense at standard rate of 19% (2023: 19%)	975	2,095
Effects of:		
- Items not chargeable/deductible for tax purposes	(10)	-
- Timing difference between depreciation and capital allowances	2	(5)
- Foreign taxes	(90)	(94)
- Qualifying charitable donation to parent of taxable profits	<u>(877)</u>	<u>(1,996)</u>
Current tax charge for the year	<u>-</u>	<u>-</u>

6 Intangible assets

	Total £'000
Cost	
At 1 January 2024	2,039
Additions	533
Disposals	-
At 31 December 2024	<u>2,572</u>
Amortisation	
At 1 January 2024	1,387
Provided in year	184
Amortisation on Disposals	-
At 31 December 2024	<u>1,571</u>
Net book amount at 31 December 2024	<u><u>1,001</u></u>
Net book amount at 31 December 2023	<u><u>652</u></u>

7 Tangible fixed assets

	Total £'000
Cost	
At 1 January 2024	765
Additions	35
Disposals	(19)
At 31 December 2024	<u>781</u>
Depreciation	
At 1 January 2024	622
Provided in year	60
Depreciation on disposals	(19)
At 31 December 2024	<u>663</u>
Net book amount at 31 December 2024	<u><u>118</u></u>
Net book amount at 31 December 2023	<u><u>143</u></u>

8 Stocks

	2024 £'000	2023 £'000
Catering	25	34
Publications	<u>52</u>	<u>103</u>
	<u><u>77</u></u>	<u><u>137</u></u>

9 Debtors

	2024 £'000	2023 £'000
Trade debtors	2,611	3,078
Prepayments and accrued income	203	198
Other debtors	64	67
	<u>2,878</u>	<u>3,343</u>

10 Creditors: amounts falling due within one year

	2024 £'000	2023 £'000
Trade creditors	840	491
Other creditors	39	3
Amount owed to group undertakings	6,357	2,739
Accruals	1,287	1,029
Deferred income	2,954	2,835
	<u>11,477</u>	<u>7,097</u>

11 Creditors: amounts falling due after more than one year

	2024 £'000	2023 £'000
Deferred income	740	632
Deferred loan from parent undertaking repayable after one years' notice	300	300
	<u>1,040</u>	<u>932</u>

The deferred loan from the parent undertaking is required to fund the company's working capital requirement. The interest payable to the parent undertaking is calculated quarterly at the National Westminster Bank plc base rate ruling during the quarter or 6%, whichever is the greater.

12 Share capital

	2024 £	2023 £
Authorised		
1,000 ordinary shares of £1 each	<u>1,000</u>	<u>1,000</u>
Allotted, called up and fully paid		
502 ordinary shares of £1 each	<u>502</u>	<u>502</u>

The whole of the issued share capital of the company is owned by The Institution of Civil Engineers which operates from 1 - 7 Great George Street, Westminster, London SW1P 3AA.

The retained earnings brought forward reserve of £15k represents cumulative profits, net of qualifying charitable donations to the Institution of Civil Engineers and other adjustments.

13 Capital commitments

The company was committed to spending a further £507k on capital work at 31 December 2024 (2023: £nil).

14 Contingent liabilities

Due to the existence of a group VAT election the company would be jointly and severally liable for any VAT liabilities of the members of the VAT group, along with the other companies in that group. At 31 December 2024 the total due to HMRC was £27k (2023: £241k).

15 Operating leases

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2024 £'000	2023 £'000
Within one year	2	1
Between one and two years	2	-
Between two and five years	4	-
	<u>8</u>	<u>1</u>

16 Related party transactions

All intra-group transactions have taken place in the normal course of business.

There were no other related party transactions in the year ended 31 December 2024 (2023: none).

17 Ultimate parent undertaking and controlling party

The Institution of Civil Engineers, a charity incorporated by Royal Charter and registered in England and Wales (charity no. 210252) and Scotland (charity no. SC038629), is the company's ultimate parent undertaking and controlling related party by virtue of its 100% ownership of the share capital of the company.

No disclosure has been made of transactions with the parent company or wholly owned subsidiaries in accordance with the exemptions allowed by paragraph 33.1A of Financial Reporting Standard 102.

The smallest and largest group of undertaking for which group accounts have been drawn up is that headed by The Institution of Civil Engineers. The financial statements of the company and The Institution of Civil Engineers are available from The Secretary at 1 - 7 Great George Street, Westminster, London SW1P 3AA.