

MEMBER MAIL OUT- NOTICE OF AGM

For the 35th ANNUAL GENERAL MEETING to be held on
Tuesday 9th December 2025

At United Infrastructure, 4 Clearwater, Lingley Green Ave, Great Sankey, Warrington WA5 3UZ
and Microsoft Teams Conference Call & Mentimeter for Voting
Commencing at 14:00hrs

TO: ALL MEMBERS

NOTICE IS HEREBY GIVEN THAT THE **THIRTY FIFTH ANNUAL GENERAL MEETING OF THE PIPELINE INDUSTRIES GUILD LIMITED** WILL BE HELD ON **TUESDAY, 9th DECEMBER 2025** AT UNITED INFRASTRUCTURE, 4 CLEARWATER, LINGLEY GREEN AVE, GREAT SANKEY, WARRINGTON WA5 3UZ AND **MICROSOFT TEAMS CONFERENCE CALL AT 14:00HRS.**

BY ORDER OF THE BOARD

KATE LAZENBY
EXECUTIVE DIRECTOR

NOTE: -

- 1. Members ONLY may attend**
- 2. Members are requested to confirm their attendance in advance by registering on the Guild website. Please register [here](#).**
- 3. Mentimeter software will be used in conjunction with Microsoft Teams at the meeting to allowing voting on the resolutions presented. Instructions on the use of Mentimeter will be provided to members who register to attend the AGM**

MAILOUT CONTENT

Item

- A** Agenda and Details of the Agenda of the Annual General Meeting
AGM Documents and Details enclosed.
- B** Membership AGM Voting Eligibility



AGENDA

For the 35th ANNUAL GENERAL MEETING to be held on
Tuesday 9th December 2025
At United Infrastructure, 4 Clearwater, Lingley Green Ave, Great Sankey, Warrington WA5 3UZ
And Microsoft Teams Conference Call
Commencing at 14:00hrs

Item	Description
1	To approve the Minutes of the 34 th Annual General Meeting of the Pipeline Industries Guild, held on 10 th December 2024.
2	Presentation by the Chair of the Annual Report of the Board 2025.
3	To confirm that the approved Directors' Report and Financial Statements for the year ended 31 st December 2024 have been sent to Companies House.
4	Confirmation of the Guild President
5	Announcement of the Election of Board Executive Officers
6	Announcement of Election of Ordinary Members of the Board
7	Announcement of Appointments to the Board
8	Board Recommendations for Election by the AGM
9	Articles of Association update
10	Any other business that may be discussed at an Annual General Meeting subject to being received at the Guild's offices in writing before the 2 nd December 2025.

DETAILS OF AGENDA

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|---------|---|-------------------|
| Item 1 | To approve the Minutes of the 34 th Annual General Meeting of the Pipeline Industries Guild, 10 th December 2024 | |
| Item 2 | Presentation by the Chair of their Annual Report of the Board – sent with the AGM mailout | |
| Item 3 | Confirmation that, following the Guild EGM on 11 th June 2025, the approved Directors' Report and Financial Statements for the year ended 31st December 2024 have been sent to Companies House. Summary of Financial Statements sent with AGM mailout, full accounts on the Guild website or electronic version available on request | |
| Item 4 | Confirmation of the President | N Armstrong |
| Item 5 | Announcement of Elected Board Officers | |
| | Chair | R Weeks |
| | Deputy Chair 1 | S Greenwood |
| | Deputy Chair 2 | E Bertenshaw |
| Item 6 | Announcement of the Election of Ordinary Members of the Board | |
| | Panel Chairs (elected by their Panels) | |
| | a) Onshore | M Jones |
| | b) Utilities | J Drake |
| | c) Intakes, Outfalls & Landfalls | M Berry |
| | d) International | E NilaKanthi Ford |
| | e) Net Zero Transition | A Lea |
| | g) Professional Development Network | M Ginsberg |
| | h) Wastewater & Drainage | Vacancy |
| | Branch Chairs (elected by their Branches) | |
| | d) Eastern | G Aladakatti |
| | e) Ireland | D Maguire |
| | f) Midlands | C Packwood |
| | g) Northern | E Hopkins |
| | h) Northern Ireland | J McEvoy |
| | i) Scotland | C Roberts |
| | j) South East | K Ingram |
| | k) Wales & West | I Gaston |
| Item 7 | Announcement of Appointments to the Board | |
| | Immediate Past Chair | B Hayward |
| | Executive Director | K Lazenby |
| | Finance Director | B Hayward |
| Item 8 | Board Recommendations for Election by the AGM | |
| | Governance Director | A Wynne Hughes |
| | Individual Members of the Board | A Ball |
| | | A Khurshid |
| | | M MacAngus |
| Item 9 | Articles of Association update - Finance Director role tenure
Section 10 b) Officers of the Board subsection v) | |
| Item 10 | Any other business that may be discussed at an Annual General Meeting subject to being received at the Guild's offices in writing before the 2 nd December 2025 | |

AGM AGENDA ITEM 1: MINUTES OF THE THIRTY FOURTH ANNUAL GENERAL MEETING

The PIPELINE INDUSTRIES GUILD

Minutes of the Thirty-Fourth Annual General Meeting
Of The Pipeline Industries Guild Limited
Held on Tuesday 10th December 2024
Via Microsoft Teams and Mentimeter (for voting purposes)

Meeting commenced at: 14:00

Present: 41 members including those who have joined via MTeams

In the Chair: Jon Butterworth, The President, The Pipeline Industries Guild

Jon Butterworth welcomed the members who were present and those who had joined the meeting on MTeams to the Thirty-Fourth Annual General Meeting. He called upon Kate Lazenby, Guild Executive Director, to confirm that the Notice convening the meeting had been dispatched to all subscribing members of the Guild as required by the Memorandum and Articles of Association and Regulations of the Pipeline Industries Guild. This was confirmed. Kate Lazenby advised that 3 members had tendered their apologies for absence – from Anton Stanley, Matthew Rowlatt and Daniel Jefferson.

Jon Butterworth asked Adam Wynne Hughes, Governance Director, if any proxy votes had been received. Adam Wynne Hughes confirmed that 17 proxy votes had been received some of which were covered by the apologies recorded.

POST MEETING NOTE: Proxy votes were received from Jason Wilson, Andrew Ferguson, Lisa Hollick, Andy Vine, Vince Braniff, Bob Murray, John McEvoy, William Atteridge, Kees Ezinga, Lynsey Harper, Julian Hepburn, Nigel Taylor, James Roebuck, John Drake, David Perry, Darran Pledger and Marian Regan.

1. To approve the minutes of the THIRTY-THIRD Annual General Meeting of The Pipeline Industries Guild Limited held on 12th December 2023.

The minutes of the Thirty-Third Annual General Meeting had been circulated to all members prior to the meeting. Jon Butterworth asked if anybody present had any amendments or additions to these minutes. Approval was proposed by Rachel Bridge, seconded by Barry Hayward, and unanimously agreed as a correct record of the thirty-third AGM of the Pipeline Industries Guild and will be signed by Jon Butterworth, President of the Guild in March at the end of the meeting.

2. Presentation by the Chair of the Annual Report of the Board

Jon Butterworth asked the Chair, Rachel Bridge, to present her Annual Report.

Dear Members of The Pipeline Industries Guild, Welcome to this year's Annual General Meeting,

Firstly, I would like to thank our President, Jon Butterworth, for kindly chairing our AGM and for his support to both me personally and to the Guild as a whole, I'm pleased to present the Chair's Annual Report of the Board at this meeting.

I've been involved with the Guild for almost 18 years, and it has been my privilege to serve as your Guild Chair, and I would like to thank you all for the support you have continued to give me and The Guild.

2024 has flown by, and the Guild as a barometer of our industry demonstrates that we are thriving. There is always more to do, and the Guild has evolved to meet the needs of its members

and provide the industry with an essential platform to network, recruit and retain talent, share knowledge and innovate. I am very proud to launch our new vision:

Empowering people and embracing diversity across pipelines and infrastructure, the Guild strives to be the leading membership association for all individuals and organisations in this vital sector.

Connections and collaboration are key through our events and network we have empowered people, embraced diversity and fostered collaboration. Our panels and branches have delivered a record number of events, and the expansion of our HQ team has allowed us to maximise the member experience as evidenced through our first membership feedback survey. I am so proud of the hard work and dedicated staff of the HQ team led by our Executive Director Kate Lazenby.

Our membership has grown this year with over 240 corporate member organisations providing you all with a reach over 200,000 people. This wouldn't be possible without the branch and panel volunteers who dedicate their time to make the Guild a destination of choice.

We held so many successful events across 2024 supported and delivered by our Branches, Panels, the HQ team, and our members it would be difficult to list them all. I will highlight the following events;

- The Annual Dinner, we sold out for the third year running with over 900 people filling the Great Room at the Grosvenor House, raised money for the Charity of Women, networked and celebrated the success of our industry.
- Our Annual Conference, This Hydrogen focussed event covered future proofing projects like NGT's Project Union and demonstrated how the Net Zero Panel are providing a think tank, network and events for the energy transition. We also had a culmination of the branch PDN competitions providing, Andrew Ball, Jon Butterworth and I with a fantastic yet challenging role in awarding a winner, with so many pioneering examples across the breadth of our industry, we were delighted to award Zac Mooney of Scottish Water the National Prize.
- The Awards Reception at the Science and Industry Museum in Manchester celebrated the innovation and knowledge in our industry with two new awards – Net Zero Transition Award and Health & Safety Award.
- Our live events have taken us from the NEC to the Royal Armouries and Spade Adam to name but a few iconic events, and these only happen with the generous support of you our members and our sponsors.

A few highlights for me:

- We finished with over 40 new members in 2023
- So far, we've attracted more than 60 new members in 2024
- Over 2700 people have attended face to face events and over 1000 have attended online in 2024 so far
- We continue to see the growth of our social media presence with over 2900 LinkedIn connections
- We have an ambitious strategic plan that will meet the needs of our members by serving as a trusted platform to unite professionals, skilled workers and leaders in our industry.
- We have approved funding for the PDN Scholarship to invest and develop talent across our sector.
- We further developed strategic educational relationships with both Loughborough University and Coventry University and developed our strategic partnership with OfWat.
- We are proudly supporting Solutions for the Planet and The Big Ideas Programme. This programme is delivered to over 27,000 11-14 year olds to build resilience, power potential, and encourage STEAM (science, technology, engineering, art and maths).

These successes don't happen accidentally they are part of the Guild strategic plan and this is led by our Board and Executive Director, Kate Lazenby. Kate now has an agreed Vision, mission and values to drive the Guild forward with the new board in 2025. I know the Guild has a pioneering and sustainable future ahead and I look forward to supporting this.

I would like to thank the Guild's Board of Directors for supporting me, and to their employers in allowing them to support the Guild. Thanks to my two deputies, Barry Hayward and Richard Weeks who along with the support of the PCF and our President Jon Butterworth have made my year as Chair a pleasure.

Many thanks to my employer, Fisher German for supporting me in my role as Guild Chair. I want to thank each and every one of you as members for the work you do for society, you power industry, without which our economy wouldn't exist, you keep the lights on and people warm in their homes, you supply water and take a way waste, all of which at times are taken for granted. Its not an overstatement to describe our industry as e fourth emergency service so thank you to everyone who takes pride in their work. Without you there is no Guild.

It has been a privilege to serve as your Chair, I wish Barry every success going forward, I know that The Guild is in safe hands.

Jon Butterworth passed on his thanks to Rachel Bridge for providing a breath of fresh and air and inspiring people to give more.

3. To confirm that the approved Directors' Report and Financial Statements for the year ended 31st December 2023 have been sent to Companies House

Jon Butterworth invited Nicholas Anderson, Finance Director, to confirm that the approved Directors' Report and Financial Statements for the year ended 31st December 2023 have been sent to Companies House.

Nicholas Anderson confirmed that copies of the detailed accounts for the year ended 31st December 2023 were presented to the membership and approved at the Extraordinary General Meeting held on 11th June 2024. He confirmed that these accounts have now been sent to Companies House.

Copies of the detailed summary accounts have been circulated to all members, the confirmed attendance and copies of the accounts are available from HQ on request.

Nicholas Anderson concluded by thanking Executive Director Kate Lazenby, the HQ Team and the Chair Rachel Bridge for a successful year and the President Jon Butterworth for his 2 years supporting the Guild.

Jon Butterworth gave his vote of thanks to Kate Lazenby, the HQ Team, the Guild Executive Committee and Board as he highlighted that the Guild is in good shape, not just financially, but culturally. It is refocused and looking to the future, with great behaviour and collaboration, a culture of learning and people within the Guild prepared to give up their time to help younger people who now have better guidance and support to steer them on their career path than when he was starting out in the business. He added that the Guild provides a platform to build relationships between members which is good for business and personal growth, as without those relationships business will not thrive. The Guild is the glue that brings people within the industry together.

He congratulated Kate Lazenby, the HQ team, Executive Committee and Board for their hard work in turning the Guild around.

4. Announcement of the Board Recommendation for Election of President

Jon Butterworth announced that The Board recommended the election of Neil Armstrong as the next President of the Pipeline Industries Guild.

Neil is a highly experienced business leader and entrepreneur, who enjoys working in high growth environments to deliver value enhancing strategic change.

Originating from Galway, Neil started his career in Utilities Infrastructure with Kennedy Group, being appointed to Operations Director at the age of 26.

Kennedy was acquired by Alfred McAlpine PLC and Neil became Regional Director of the PLC board managing multiple businesses, with clients such as Northumbrian Water, Scottish Water, National Grid, Scottish Power and United Utilities.

In 2005, at the age of 35, Neil acquired Fastflow Pipeline Services from Northumbrian Water Group and established Fastflow Group.

In 2019 Fastflow acquired United Living Group and took on the brand.

United Living provides essential services to critical property and infrastructure assets. Its end markets benefit from significant regulatory spend and tailwinds from the drive to Net Zero Carbon.

The company now serves blue chip clients and critical asset owners in the gas transmission, energy, carbon capture and storage, mobile & fixed line telecoms, clean & wastewater, and social housing sectors.

Jon Butterworth gave his personal thoughts about Neil Armstrong as a kind, tough and charitable individual who loves helping people, is selfless and will bring a lot to the Guild. He added that he could not imagine handing the Guild over to a better person.

Jon Butterworth proposed the approval of election of Neil Armstrong as Guild President for the term 2025 to 2027, this was seconded by Adam Wynne Hughes. The appointment was unanimously approved.

Jon Butterworth invited Neil to address the AGM and proceed with the remainder of the meeting.

Neil Armstrong advised the AGM that it was a real honour and privilege to accept the role, which would be tough enough without following Jon Butterworth who is a real presence in the sector with a huge platform to influence policy makers.

He continued that he joined Kennedy's in Scotland as a graduate engineer 33 years ago and his career has had its ups and downs. He noted that the Guild has also had its ups and downs, but it is back where it belongs. He added that if he were to write a utopian memo about where the industry should be, it would not be as good as what is to come with so much opportunity to encourage younger people in.

Looking to the future his priorities would be:

1. People – starting early with schools and apprenticeships in order to recruit better and bring fresh energy into the industry with better onboarding to ensure people feel cared for and valued.
2. Data – if you can't measure it, you can't manage it. There is a tendency to instinctively manage instead of having accurate data.
3. Innovation – a huge amount of work will be required over the next 20 years and currently the age profile of people within the industry is not where it should be to encourage different ways of doing things.
4. Diversity – start sooner in schools, apprenticeships and universities to encourage more women and a more diverse workforce into the industry.

Neil concluded by thanking the members for their confidence in him, to Kate Lazenby for guiding him through the appointment process and Rachel Bridge for her impressive report adding that he was looking forward to working with Barry Hayward over the coming year. Finally, he thanked Jon Butterworth for his mentorship.

Neil Armstrong took over proceedings of the AGM.

5. Election of the Board and Officers

a) Election of Chair

Neil Armstrong announced that the Board had nominated Barry Hayward for the position of Guild Chair.

Barry is the current South Staffordshire Plc's lead for ESG, helping educate their people and people leaders in the changing view of environmental social and control needs for customers, clients and stakeholders, running their core initiatives to support them preparing to lead the businesses and work force of the future.

He was introduced to the Guild by Ruth Allen and first joined the Board as an Independent Director in 2015, taking control of the Audit Committee in 2017 and helping reshape the Board structure across those years, commenting and supporting from a control of governance perspective. He moved to DC2 two years ago being part of the Guild Executive during that time.

Barry's full biography is included within this year's AGM papers.

The nomination was unopposed and Barry Hayward was declared elected Chair for the 2025 session.

Barry will sign the "Guild's Signatures Book," and be invested with the Chair's regalia at the end of the meeting.

Neil Armstrong invited Barry Hayward to say a few words.

Barry thanked the AGM and added that Rachel Bridge would be a hard act to follow, however they are both aligned in the direction in which they see the Guild moving. He continued that he was honoured to have been voted in by his peers and was looking forward to working with Neil Armstrong and the Board.

b) Election of 1st Deputy Chair

The Board has nominated for the position of 1st Deputy Chair: Richard Weeks.

Richard's full biography is included within this year's AGM papers.

Richard Weeks's nomination was unopposed and he was declared elected as 1st Deputy Chair for the 2025 session.

b) Election of 2nd Deputy Chair

The Board has nominated for the position of 2nd Deputy Chair: Sean Greenwood.

Seans's full biography is included within this year's AGM papers.

Sean Greenwood's nomination was unopposed and he was declared elected as 2nd Deputy Chair for the 2025 session.

Neil Armstrong congratulated Richard and Sean.

6. Announcement of the Election of Ordinary Members of the Board

Neil Armstrong announced that the Board had nominated the following to the Board:

Panel Chairs:

At the Panel Meetings the following have been elected and will duly serve on the Board for the 2025 session:

a) Net Zero Transition	Anna Lea
b) Onshore	Mark Jones
c) Utilities	Jonathan Drake
d) Intakes, Outfalls & Landfalls	Martin Berry
e) Wastewater & Drainage	Phillip Clisham

Branch Chairs:

At the Branch General Meetings the following persons have been elected and will duly serve on the Board for the 2025 session:

d) Eastern	Philip Padgett
e) Ireland	Damian Maguire
f) Midlands	Peter Sykes-Tucker
g) Northern	Eamonn Vaughan
h) Northern Ireland	John McEvoy
i) Scotland	Martin Faulds
j) South East	Tim Over
k) Wales & Western	Shelley Butler

Election of the Branch and Panel Chairs was unanimously accepted by the AGM.

7. Announcement of Board Appointments

Neil Armstrong announced to the AGM that in accordance with the Articles of Association and Standard Operation Procedures of the Guild, the Board have appointed the following to serve on the Board:

Finance Director	Nicholas Anderson
PCF Chair	Rachel Bridge

Nicholas Anderson and Rachel Bridge were declared appointed to serve on the Board for the 2025 session.

Executive Director	Kate Lazenby
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Kate Lazenby will serve as the Guild's Executive Director and will be invited to attend Board Meetings.

8. Board Recommendations for Election by the AGM

Neil Armstrong announced the Board recommendations for election by the AGM for the 2025 session:

Governance Director	Adam Wynne Hughes
International Panel Chair	Ella Nilakanthi (Kanthi) Ford
Professional Development Network Panel Chair	Adarsh Essurredeen
Individual Members of the Board	Marian Regan
	Robert Murray
	Andrew Ball

These nominations by the Board are unopposed.

Approval for the nominations was proposed by Rachel Bridge and seconded by Barry Hayward.

The nominations were unanimously approved by the AGM.

Neil Armstrong continued that the Guild would like to take the opportunity to thank Matthew Rowlatt for his support as Independent Director over the last 5yrs. Matthew remains an active member of the Finance Committee whose contribution is highly valued and appreciated.

10. Any other business that may be discussed at an Annual General Meeting subject to being received at the Guild's offices in writing before 3rd December 2024.

Neil Armstrong confirmed there had been no requests or notification of additional items of AOB which had been received for discussion or approval.

Neil Armstrong asked the AGM if there were any questions or any items of other business for the AGM.

Gary Wain of Saith Limited asked how the Guild will set its tone for Net Zero for the coming 2 years. Neil Armstrong replied that it is a big priority and at the forefront. Rachel Bridge added that the Guild has an active Net Zero Transition Panel and Anna Lea, Chair of the Net Zero Transition Panel, continued that an event, "Resilience and Opportunity Framework", is being organised for the end of January 2025 to talk about challenges and areas requiring collective action to manage these challenges.

Kanthi Ford, Chair of the International Panel, added that the International Panel would also be looking at best practice internationally over the next 2 years.

Emma Bertenshaw of Saint-Gobain PAM commented that net zero is very driven towards the gas and energy sectors, however the water industry is doing a huge amount of work to ensure a sustainable future and this requires redress.

Anna Lea advised that the Net Zero Transition Panel would welcome any expression of interest from Guild members.

Neil Armstrong reminded all participants to check the Guild website events calendar for upcoming events. He advised that the Guild's LinkedIn account has recently been updated and asked members to ensure they are following the new account.

The President thanked those present for attending the 2024 AGM and formally closed the meeting.

AGM AGENDA ITEM 2: THE ANNUAL REPORT OF THE BOARD 2025



THE PIPELINE INDUSTRIES GUILD

Report of the Outgoing Chair

Barry Hayward

For the

Annual General Meeting

Dear members of The Pipeline Industries Guild,

Firstly, I would like to thank our President, Neil Armstrong, for kindly chairing our AGM and both Neil and our Executive Director Kate Lazenby for their support overall to both me personally and to the Guild as a whole. I'm pleased to present the Chair's Annual Report of the Board at this meeting.

I've been involved with the Guild for over 20 years, and it has been my absolute privilege to serve as your Chair this year. I would like to thank you all and take this opportunity to reflect on the year.

2025 has been a busy year for us all, and there have been so many external changing influences with policy, public opinions and legislation in Gas, Water & Rail. The Guild has always been the right place to support these changes and help our sectors drive forward and innovate for the future. Our actions and performance over the last year show that this is still the case.

In the year some of our key outcomes, delivered by the Board, Panels and Branches, supported by our HQ team are:

- Corporate Members remain constant, with over 235 organisations benefiting from knowledge sharing and networking opportunities.
- Our Strategic Partners have more than doubled from last year with over 10 collaborative relationships now in place
- So far, during 2025 we have seen representatives from over 150 Corporate Members attending face-to-face events and over 935 attending our online webinars
- The Annual Dinner sold out for an amazing fourth year running filling the Great Room at Grosvenor House, providing networking and celebrating the successes of our industry.
- A positive Annual Conference focused on our sectors' resource challenges and the opportunities in the new Carbon Capture and Sequestration areas.

- Through our ambitious strategic plan we have delivered:
 - The formal launch of our Education plan, building strategic partnerships with academia and regulators, and early successes in the Solutions for the Planet programme as well as the launch of the PDN scholarship.
 - The latest refresh of our governance which is the last outstanding follow-on action from the Guild 2025 work.
 - Refreshing and launching our webinar programme with some great events already held and well attended.
 - The outline work to review the future revenue streams of the Guild and ensure we can sustain our core member offering and benefits into the future.

Each of these successes represents not just a milestone, but a testament to what can be achieved when industry professionals unite behind a common purpose.

As we approach the final weeks of 2025, I am delighted to report that the Guild is in a healthy financial position enabling the investment into both new initiatives such as a PhD Sponsorship and other forward-thinking ideas to strive towards being the leading membership association for all individuals and organisations in our vital sector.

None of this would have been possible without the extraordinary efforts of our members, our volunteers on our committees, and our HQ central team. To every volunteer, regional branch, and technical panel, thank you for your commitment and passion. To my fellow Board members and our HQ team, your support and guidance have been invaluable.

For me personally, as this is one of my last formal actions, I wanted to share this has been an incredible honour. It has been inspiring to see how the Guild continues to evolve and embrace innovation, encourage new talent, and build stronger connections across disciplines and generations, all for the benefit of our members.

For me, the community we have in the Guild is not just an organisation it is a family, and it has truly been a privilege to play a small part in its story.

As I hand over to Richard Weeks, I do so with complete confidence that the Guild's best days are still ahead. We have started the process for the Technical Excellence plans over the next two years to showcase and enhance what we do and ensure the members can engage in it. I know that with the continued passion and professionalism of our members, the Guild will continue to lead, to inspire, and to make a genuine difference.

So, to everyone here today, thank you again, for your dedication, your innovation, and your belief in what this Guild stands for and here's to the continued success of the Pipeline Industries Guild.

Barry Hayward

AGM AGENDA ITEM 3: AUDITED ACCOUNTS 2024

**The Pipeline Industries Guild Limited
Income Statement
For The Year Ended 31 December 2024**

	Notes	2024 £	2023 £
TURNOVER		942,695	748,738
Cost of sales		(390,249)	(325,759)
GROSS SURPLUS		552,446	422,979
Administrative expenses		(384,948)	(299,087)
Brewin Dolphin Mangement Fees		(1,125)	(1,109)
OPERATING SURPLUS		166,373	122,783
Surplus on revaluation of investments		18,866	23,005
Income from other fixed asset investments		18,854	20,476
Other interest receivable and similar income		7,057	3,523
Interest payable and similar charges		(10,501)	(6,493)
SURPLUS BEFORE TAXATION		200,649	163,294
Tax on Surplus		(5,462)	(9,064)
SURPLUS AFTER TAXATION BEING SURPLUS FOR THE FINANCIAL YEAR		195,187	154,230

Please Note: Full 2024 Audited Accounts can be requested from Guild Headquarters

AGM AGENDA ITEM 4: CONFIRMATION OF THE GUILD PRESIDENT

Neil Armstrong – Chief Executive Officer and Chairman, United Infrastructure



A highly experienced business leader and entrepreneur, who enjoys working in high growth environments to deliver value enhancing strategic change.

Originating from Galway, Neil started his career in Utilities Infrastructure with Kennedy Group, being appointed to Operations Director at the age of 26.

Kennedy was acquired by Alfred McAlpine PLC and Neil became Regional Director of the PLC board managing multiple businesses, with clients such as Northumbrian Water, Scottish Water, National Grid, Scottish Power and United Utilities.

Neil was a founder member and non-executive director of Core Utility Solutions (co-owned by Scottish Power and Alfred McAlpine PLC).

In 2005, at the age of 35, Neil acquired Fastflow Pipeline Services from Northumbrian Water Group and established Fastflow Group.

In March 2017 Neil sold a majority stake in the Group to private equity business, Elysian Capital, and continued as CEO and Chair and co-investor.

In 2019 Fastflow acquired United Living Group and took on the brand.

In 2023, Neil completed a deal with Apollo Global Management, replacing Elysian Capital as the majority shareholder, and continues as CEO and Chairman.

Under Neil's stewardship, the company has grown significantly, organically and through acquisitions. Since 2021 United Living Group has made a number of strategic acquisitions across its key sectors – GBC (telecoms), Afeco and Peter Duffy Ltd (water), PiLON (social infrastructure), Jones, and a majority stake in Glenelly Infrastructure Services (power) and a majority stake in GTEC (training) and Heatly (digital twin).

In FY25 United Living achieved c.£720m revenue and changed its name to United Infrastructure to reflect the scale and importance of its work, delivering complex and critical infrastructure to communities across the UK. Working with major utility and social infrastructure clients across five key sectors: water, energy, power, telecoms, and property services it plays an important role in achieving the UK's net zero ambitions, delivering infrastructure that supports the energy transition as well as improving the energy efficiency of thousands of homes.

Neil's philosophy is 'profit for purpose' reinvesting in people and digitalisation to drive a high-performance culture, while maximising shareholder returns.

AGM AGENDA ITEM 5: ANNOUNCEMENT OF ELECTION OF BOARD OFFICERS - GUILD CHAIR

Richard Weeks – Director, Discipline Lead – Pipelines, AtkinsRéalis



I was introduced to the Guild as a guest at the Annual Dinner circa 2015, an evening which I thoroughly enjoyed, meeting not just people that I already knew in the water industry, but many new like-minded pipeline professionals from the gas and wider infrastructure industry. One such person was Phil Clisham who invited me to join the Utilities Panel which I readily accepted.

Within 2 years I was elected Chair of the Utilities Panel and undertook that role for 6 years before I took up the DC1 and DC2 positions.

During my time as Chair of the Utilities Panel, I was supported by many great professionals from design, contracting, manufacturing and academic backgrounds. Together we have made a significant contribution to improving the technical direction of the Guild, holding workshops on pipe design, flange failures, and carbon accounting. More recently we held a successful conference on carbon accounting at the Advanced Manufacturing Technology Centre, Coventry. The popularity of the event was such that both speakers and delegates were keen for follow up action to address consistency across the industry.

In response to this we are working in partnership with Loughborough University to sponsorship a PhD study in Carbon accounting, covering research into existing thinking and developing a new carbon assessment tool especially relevant to the pipeline industry covering design, manufacture, construction, operation, maintenance and eventual reuse or recycling. It is expected that the PhD student will work on this for 3 years and participate in regular workshops with Guild members to take full advantage of working with industry.

In addition to my work with the Utilities Panel, I have taken a keen interest in the national events including dinners, conferences and workshops covering both the water and gas industries. I have also used my influence in AtkinsRéalis for many of my colleagues, particularly young professionals, to also support the Guild both socially and technically.

Since joining, I have always considered the Guild to be an integral part of my career journey, working with members from all sectors of the industry, developing both technical and influential leadership skills.

For the last two years, I have been preparing for my role as Chair of the Guild through DC2 and DC1, focusing on the wider activities of the Guild but keeping sight of the Guild's technical development.

I am now very much looking forward to my year as Chair of the Guild in 2026. In partnership with Sean Greenwood who will be DC1 next year and succeed me as Chair, we will focus on developing and raising awareness of the Guild's technical credibility in pipelines and associated infrastructure industry. In addition to the normal duties of Guild Chair, I will, with the support of HQ staff and our Panels and Branches, be focusing on our presence as a technical organisation, increasing individual and corporate memberships, with a focus on the technical development of their young professionals and of course ensuring that being an active member of the Guild is thoroughly enjoyable and rewarding.

AGM AGENDA ITEM 5: ANNOUNCEMENT OF ELECTION OF BOARD OFFICERS - DEPUTY CHAIR 1

Sean Greenwood – Technical Director Pipelines – Stantec



I have over 35 years' experience in the water industry and am one of the few people who has worked for Contractors, Clients and many of the Consultants including MWH, United Utilities, Jacobs, Mott MacDonald Bentley and currently Stantec. My technical understanding of pipelines not only allows me to understand pipeline issues but brings with it a unique and wide experience allowing me to see things from the perspectives of the various members of the Guild. My widespread experience and understanding have led to the establishment of a wide variety of contacts and relationships within the Guild's membership base.

I have a long-time involvement with the Guild, having joined the Guild Utilities panel in 2012 and I have been an active member ever since. I held the position of Utilities Panel Chairman from 2015 and at the 2018 Guild AGM was voted in as Onshore Panel Chair, a position I have held ever since.

I have taken the lead on the Guild's annual Technical and Innovation Awards for longer than many can remember, and still feel an immense sense of pride in having the privilege to do so. Through my involvement with the Awards, I implemented the Guild's regular webinar series on pipeline Projects and Products, and this paved the way for the current webinar programme which provided valuable member benefit during the global pandemic.

My enthusiasm for pipelines really stands out when I give talks or presentations on behalf of the Guild and raises the interest and engagement of the audience. For me, when I am standing up and talking about the Guild, I am sharing the very proud passion I have for this industry.

I am a Member of the All-Party Parliamentary Committee for Water as well as Technical Specialist to British Standards Committees EN 805 and PSE/017/02 Transmission Pipelines and have developed a new lookup table for pressure testing of pipelines for British Standard 805. I am also a member of the rewrite committee for Ciria 1120 (Ciria 128 Thrust Block design) having undertaken work in lobbying for its renewal.

AGM AGENDA ITEM 5: ANNOUNCEMENT OF ELECTION OF BOARD OFFICERS -DEPUTY CHAIR 2

Emma Bertenshaw – National Sales Manager, Saint-Gobain PAM



My career in the water sector began when I joined Saint-Gobain PAM following several years in the construction sector. My remit includes supporting our teams to deliver solutions through design and delivery of pipelines to the sector, working with water companies and their delivery partners, including the management of revenue, major pipeline projects and contract management with responsibility of the businesses sustainability objectives. I work closely with key stakeholders in the UK and Europe to deliver innovative, value engineering and commercial solutions to support the industry requirements and investment plans.

I was introduced to the Pipeline Industries Guild and joined the Midlands Branch committee as a member in 2022. I held a 12-month tenure as Midlands Branch Chair in 2024 during which time I supported our members and Guild Board through industry initiatives and related matters. This included organising technical events and establishing working groups to drive opportunity to strive

for resolution and change. I was delighted to be recognised with the Ruth Allen Award in 2024 for contributions to the guild.

I have a strong passion for our industry and working with our colleagues across all sectors to drive initiatives for a sustainable and resilient future, whilst ensuring we deliver on opportunities for innovative solutions, support our upcoming talent and protect our environment. The Pipeline Industries Guild is an integral association with reputable experience and a platform of key stakeholders to leverage action.

I am delighted to be rejoining the Pipeline Industries Guild Board and Executive team in 2026 where I can support the requirements of our members to enable change for a stronger future.

AGM AGENDA ITEM 6: ANNOUNCEMENT OF THE ELECTION OF ORDINARY MEMBERS OF THE BOARD

Panel Chairs (elected by their Panels)

a) Onshore	M Jones
b) Utilities	J Drake
c) Intakes, Outfalls & Landfalls	M Berry
d) International	E NilaKanthi Ford
e) Net Zero Transition	A Lea
g) Professional Development Network	M Ginsberg
h) Wastewater & Drainage	Vacancy

Branch Chairs (elected by their Branches)

d) Eastern	G Aladakatti
e) Ireland	D Maguire
f) Midlands	C Packwood
g) Northern	E Hopkins
h) Northern Ireland	J McEvoy
i) Scotland	C Roberts
j) South East	K Ingram
k) Wales & West	I Gaston

AGM AGENDA ITEM 7: ANNOUNCEMENT OF APPOINTMENTS TO THE BOARD

Immediate Past Chair	B Hayward
Executive Director	K Lazenby
Finance Director	B Hayward

AGM AGENDA ITEM 8: BOARD RECOMMENDATIONS FOR ELECTION BY THE AGM

Governance Director	A Wynne Hughes
Individual Members of the Board	A Ball
	A Khurshid
	M MacAngus

AGM AGENDA ITEM 9: APPROVAL OF ARTICLES OF ASSOCIATION UPDATE

To bring the Finance Director role tenure in line with other similar roles.

Section 10 b) Officers of the Board subsection v)

AGM AGENDA ITEM 10: ANY OTHER BUSINESS

Any other business that may be discussed at an Annual General Meeting subject to being received at the Guild's offices in writing before the 2nd December 2025.

ITEM B: MEMBERSHIP AGM VOTING ELIGIBILITY

Members are reminded that to have a valid vote at the Guild AGM membership subscriptions for the current year must have been paid in full at the time of the AGM.

To assist us in managing the workload of our small team at HQ and having to divert resources from delivering membership services it is very much appreciated if members can make prompt payment of subscriptions when they are due.