

Defend the margin the work has earned

The Shield protects margin from erosion on two fronts. The variation pipeline adds revenue, but only if the change is recovered before its notice window closes. Deductions take revenue away, but only if they go undefended. The Shield tracks both, so that agreed margin is not quietly given back.

CLIENT	PORTFOLIO	BLENDED MARGIN
Meridian M&E Ltd	8 contracts · £14.2m	21.4% · target 22.0%
PERIOD	PREPARED BY	REFERENCE
April 2026 · Month 7	BuiltAI Intelligence Ltd	MER-MC-S04

Illustrative example: fictional project and parties.

£482k

Variation pipeline in flight

£224kUnclaimed opportunity
identified**£62.4k**

Agreed this period, Whitmore

£8k

Deductions under defence

01

PURPOSE

Recover what is owed, defend what is agreed

Change is where M&E margin is won and lost. Work delivered outside the tendered scope is revenue if it is claimed in time and a cost the business swallows if it is not. Deductions and penalties are the mirror image: fair when the evidence supports them, and margin given away when it does not. The Shield runs both sides, recovery and defence, from one register so neither is forgotten at month-end.

02

RECOVER

The recovery side

The variation pipeline holds £482k of change: £139k agreed, £236k submitted and awaiting a decision, and £107k in preparation. April's £62.4k Whitmore asbestos approval is the recovery that lifted the blended margin. Beyond the pipeline, The Shield has surfaced a further £224k of unclaimed opportunity from site records, of which £67.8k sits on Cathedral Quarter, where delivered change has outrun the claims raised.

Agreed, feeding the valuation		£139k
Submitted, awaiting decision		£236k
In preparation		£107k

03

DEFEND

The defence side

On the other side sit £8k of SLA deductions raised against Riverside FM, both currently disputed. The sum is small, but conceding it without challenge sets a precedent across a term contract that repeats monthly. The Shield holds each deduction against the evidence the earlier stages captured, and defends or accepts it on the record rather than by default.

WHY SMALL DEDUCTIONS MATTER

A £4k monthly deduction accepted without challenge is £48k a year of margin surrendered on one contract. The Shield treats every deduction as a claim to be answered, not a number to be paid.

04

FEEDS

What The Shield hands on

The Shield produces the Variation Pipeline Summary, the Unclaimed Variation Register and, for the contract under most pressure, the Scope Compliance Report. Its open recoveries and live defences flow into the action log, and its net position feeds the board narrative that The Pulse assembles.

Reference MER-MC-S04 Stage 04 of 5, The Shield Feeds Variations, Unclaimed, Scope