

DAM GOOD JOB

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DELIVERING EXCELLENCE

The success of an initiative designed to improve client satisfaction: **P12**

CLASS OF 2016

Welcoming our new graduates and trainees: **P16**

EVOLVE

WINTER**2016**
Your employee magazine



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SEAL OF EXCELLENCE

Kevin Bishop (pictured centre) and Bob Mitchell win top NHBC awards

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CELEBRATING OUR PEOPLE

Linden Homes and Infrastructure hold their employee awards

WIN £50

Turn to p23 for our competition

GallifordTry

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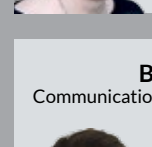
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EVOLVE

Evolve is produced on a quarterly basis by the Group Marketing & Communications team. Your input into Evolve is what makes it a success. Keep sending us your stories and telling us what you would like to see featured, as well as what you like about the magazine, and what we can improve.



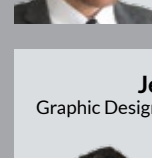
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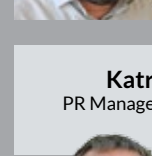
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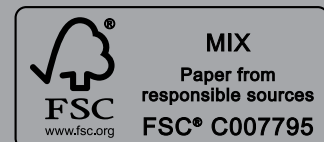
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Evolve's commitment

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MESSAGE FROM THE CHIEF EXECUTIVE

Hello and welcome to *Evolve*,

As we approach the end of the year, it is hard not to think back to all of our achievements from the past 12 months.

For me, there were proud moments just recently when we broke the world record for the longest freestanding cantilever at the Queensferry Crossing project (page 5); when three of our projects made the list for the Top 60 housing projects for Registered Providers (page 4); and when Linden once again won Silver for 'Sustainable Developer of the Year' (back cover).

All too often we don't take the time to truly recognise the significance of what our work means in the wider context, and I am pleased that these are just some of the projects that received the acclaim they deserve. I'm even more pleased that your personal efforts continue to be recognised within the business. In part, we saw this in the awards ceremonies run by Infrastructure and Linden Homes (pages 14-15).

"I HOPE THAT THE STANDARD OF OUR APPROACH AND OUR WORK REALLY RESONATES AMONG OUR EMPLOYEES"

In Linden Homes, two individuals, Bob Mitchell and Kevin Bishop - who are both long-established members of our teams - were two of 130 entrants out of a total 16,000 across the UK to win Seal of Excellence Awards from the NHBC. For anyone in the housebuilding industry, this is a real mark of quality and 'Pride in the Job', so well done to both (page 18).

Sometimes we can become very bogged down with work and not notice things going on around us. Thankfully, this wasn't the case at Manchester Airport when some very quick-thinking and courageous actions from Ben Brigg and Gary Thompson no doubt saved a life (page 20). Much of our work is in the community, so something like this really shows to others our ethos as people and a company, demonstrating we care.

I hope that the high standard of our approach and our work really resonates among our staff, and I was pleased to attend our Entry Level Induction (page 16) where our class of 2016 was




welcomed to the Group and heard, among other things, about what our Group has to offer.

As with any business, there are, of course, areas that we can continue to do better in so that we can really achieve our potential. The Building Southern business has been working incredibly hard at this with 'delivering excellence' (page 12) and it shows in what our clients are saying. We can all take a leaf out of their books to push ourselves and ask what we can be doing better.

We're entering the end of the year, and as we wrap things up before we break for Christmas, I would like to thank you again for your outstanding efforts again this year.

For those of you celebrating, I wish you and your families a Merry Christmas, and a Happy New Year to all. Please do take a proper break and come back refreshed for the New Year, so we can do it all again in 2017.


Peter Truscott



Partnerships North West Managing Director Brendan Blythe (far right) picks up the award for Brunswick Regeneration with members of the S4B consortium and Manchester City Council

PARTNERSHIPS CLAIMS TOP AFFORDABLE HOUSING PRIZES

Partnerships and Regeneration scooped four major awards including ‘Overall Winner’ at *Inside Housing’s* Top 60 Development Awards this October

The awards reward the best 60 housing projects delivered for Registered Providers from across the country over 10 different categories.

Demonstrating our expertise across the sector, Galliford Try Partnerships won the top prize in three of those categories as well as the top prize of the night.

Bournville Gardens for ExtraCare Charitable Trust and Cannon Road for Newlon Housing were successful in the ‘Older People’s Development of the Year’ and ‘Affordable Housing Development of the Year’ categories, respectively.

The Brunswick Regeneration project was named ‘Regeneration Scheme of the Year’ and also scooped ‘Overall Winner’.

Stephen Teagle, Chief Executive of Partnerships and Regeneration, said: “Both Brunswick and Cannon Road are fantastic city regeneration schemes, helping to transform their neighbourhoods and provide homes with real quality. It’s great to see the hard work of all the team recognised.”

He added: “The award for Bournville Gardens is further evidence of the strength of our relationship with ExtraCare Charitable Trust and our ability to deliver to the high build standards required.”

BIG WINS AT RICS GRAND FINALS

Galliford Try topped the RICS Grand Finals winning two awards in eight categories demonstrating how we consistently deliver excellence across our projects on a national scale.

‘Design through Innovation’ went to Black Rock Police Firearms Training Centre and the ‘Infrastructure’ prize was presented to the team behind the Emergency Care Centre at Queen Elizabeth Hospital.

Earlier this year, both projects came first in their categories at their respective regional heats of the awards and were put forward to the Grand Finals to compete with the best of the UK’s land, property and construction projects.

Showcasing innovative design and technical innovation, the multi-award winning Black Rock facility in Portishead was praised



Top row: Richard Rowley (second from left), Sean Finch (fourth from left) and David Bowdley (sixth from left). Bottom row: Mary Griffin (far left) and Bill Prince (far right)

for being a “simple yet elegant design solution” that preserves the natural beauty and diverse ecology of its surroundings.

Meanwhile, in a category that sought to reward projects that deliver essential facilities, judges commended the £32 million Emergency Care Centre at Queen Elizabeth Hospital for “demonstrating outstanding thinking in terms of modern innovation and sustainable practices”.

SOUTH DEVON HIGHWAY TEAM SCOOPS COMMUNITY AWARD

The extensive efforts of the team behind the South Devon Highway project were rewarded at the British Construction Industry Awards - one of the UK's most prestigious awards for the built environment - with the prize for 'Community Engagement'.

The team won over judges by demonstrating the lengths it went to in order to make a positive difference to the local community's lives during construction of the major dual carriageway, and leave a substantial legacy to the South West.

Chris Hastings, Project Director for Galliford Try, said: "This award is a tribute to the huge effort made by the team.

The South Devon Highway has already made a substantial difference to the local area providing a safer and faster route for through traffic, while reducing noise pollution. Additionally, new traffic calming measures and improved cycle routes are reducing air pollution and increasing safety. This award is great recognition of this."

The project was also highly commended in the 'Major Civil Engineering Project



Pictured at the awards: Nick Baveystock (ICE), Chris Hastings (Galliford Try); Robert Richards (Devon County Council), Julie Roblin (Galliford Try), Bob Gibbon (Galliford Try), Martin Ramsey (Ramboll) and Steph McGovern (BBC Breakfast)

of the Year' category and shortlisted in the 'Low Carbon Construction', 'Judges Special' and 'Prime Minister's Better Public Building' categories.

Praise also went to Lichfield Park Bridge, built by Galliford Try for Staffordshire County Council, which was a finalist for 'Civil Engineering Project of the Year'.

GUINNESS WORLD RECORD FOR QUEENSFERRY CROSSING

The central tower deck on the Queensferry Crossing, which is being built by Morrison Construction as part of the Forth Crossing Bridge Constructors joint venture, has been recognised by Guinness World Records for having the largest freestanding balanced cantilever in the world.

The cantilever will soon be connected to the flanking towers and viaducts to form the final superstructure, however, in its current state - freestanding at a height of 644m - it has officially broken the world record.

Bill Hocking, Chief Executive, Construction & Investments, said: "The Queensferry Crossing has captured worldwide attention since we began construction, using civil engineering techniques that are to be marvelled at. It is fantastic that it has received a title reflecting this, and our success is even more spectacular when you consider not only the challenges presented across the project but that the balanced cantilever method has never been used to construct a bridge of this scale."



Sally Cox, Roy Brannen, Keith Brown and Michael Martin collecting the plaque on behalf of the Forth Crossing Bridge Constructors joint venture. Photo courtesy of Transport Scotland

NATIONAL WIN FOR ALPHABETA

Following on from its success at the regional BCO Awards earlier this year, the Alphabeta project by Galliford Try Building London & South East Commercial was named national winner of the 'Refurbished / Recycled Workplace' prize.

The London-based scheme was singled out for being "an inspirational place to work" and for having "bowled over" judges who said that the "bold, brave and creative project" redefined the geography, market and perceptions of the area in which it sits.



PARTNERSHIPS' EXPANSION GATHERS MOMENTUM

New bases for West and South West businesses

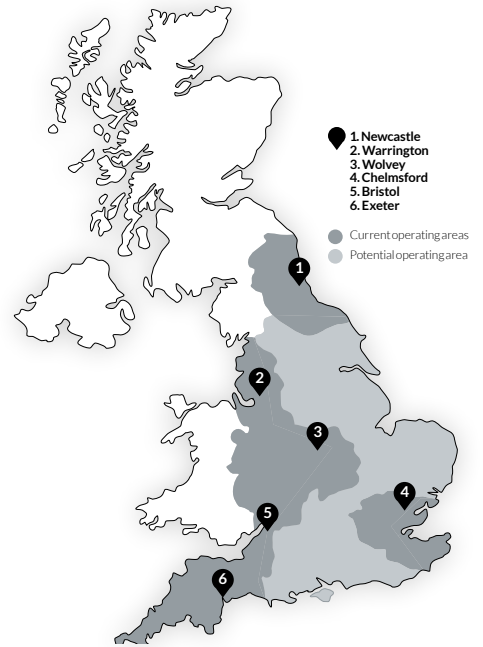
As part of its medium-term strategy, Partnerships and Regeneration is continuing to expand into new areas.

The new Partnerships West business moved from its shared offices with Building at Portishead to a new base of its own at Aztec West to the north of Bristol. Led by Jon Young, who was appointed Regional Director earlier this year, the team has already begun work on its first major project, the £42 million Stoke Gifford Retirement Village for ExtraCare Charitable Trust, and is at the planning stage with another major

regeneration project at Blackberry Hill.

In the South West, Andrew Johnston and his business moved to a new address in Exeter. Chief Executive Stephen Teagle, and the former Affordable Housing team—now part of Partnerships and Regeneration staff, also moved over to the same office.

Stephen said: "As we continue to grow our regional businesses, the next opportunity for expansion has already been identified. A new Central Southern business unit will come into being during this financial year, focusing on an area from



East Dorset in the West, to Oxfordshire in the North and down to Sussex in the East. It is likely the new unit will be based in Hampshire. We have also identified plans for further growth in our Midlands business during 2017, where we have seen strong successes in both contracting and mixed-tenure."

WOMEN IN PROPERTY

For the second consecutive year, Linden Homes has sponsored the annual Women in Property National Student Awards.

This year's awards ceremonies took place in September. As part of the event, 47 universities nominated a total of 86 students for an accolade. Each entrant was put forward by her university course leader and interviewed by a regional panel from the industry including members of Linden Homes' senior team.

Tom Nicholson, Divisional Chairman

East for Linden Homes, said: "We actively work to encourage women into the sector from all walks of life and backgrounds so we are absolutely thrilled to be able to be involved in this great programme again in 2017. The Women in Property initiative goes to great lengths to encourage more women into the industry, and we believe that the awards is the perfect initiative to show young, aspiring professionals what they can achieve by pursuing a career in the property sector."



Linden Homes Chiltern Managing Director Adrian Sims with 2016 Women in Property National Student Awards winner Yasmine Lunn

BIM LEVEL 2 ACHIEVED

Galliford Try has been officially accredited to BIM Level 2, a standard which demonstrates that contractors are capable of utilising technologies to allow for more efficient methods of designing, delivering

and maintaining built assets.

Technical Director & BIM Leader Adrian Shilliday said: "Last year the Government announced that all construction suppliers tendering for centrally-procured

Government projects would have to be working at BIM Level 2. Thanks to a lot of hard work and effort from across Construction & Investments, I am delighted we have been able to achieve this."

PM AND CHANCELLOR VISIT 2 ARENA CENTRAL

The Prime Minister, Rt Hon Theresa May MP, and Chancellor of the Exchequer, Rt Hon Philip Hammond MP, paid a visit to Galliford Try's 2 Arena Central project ahead of the Chancellor's keynote speech on the economy to the Conservative Party Conference on Monday 3 October.

They took a look at an example of the 'Midlands Engine' laid out in Mr Hammond's speech, visiting the new building which is set to become the headquarters for bank HSBC's UK

operations, creating 220,000 sq ft of office space and housing over 4,000 of its people.

Joined by Conservative candidate for the West Midlands Mayoral election Andy Street and HSBC Bank Chairman Jonathan Symonds CBE, the party received a presentation from Galliford Try Project Director Andrew McGarva and Miller Developments Development Director Jonathan Wallis. The party also had a discussion with Chris Hooley, a local employee of subcontractor MPB Structures.



Project Director Andrew McGarva said: "It was a proud moment to be able to welcome the Prime Minister to our site. This is one of the most prestigious developments currently on site in the West Midlands and we look forward to providing HSBC with a high-quality headquarters for all their people."

DUKE OF GLOUCESTER VISITS LINDEN SITE

HRH The Duke of Gloucester met with the team behind Linden Homes' Greyfriars Quarter development in Gloucester to commemorate the 800th anniversary of King Henry III's coronation at St Peter's Abbey.

Key representatives from Gloucester City Council, Linden Homes and the Homes and Communities Agency were there to welcome The Duke of Gloucester, along with Her Majesty's Lord-Lieutenant for Gloucestershire, the High Sheriff of

Gloucestershire, the Mayor of Gloucester, local residents and schoolchildren.

Chris Harris, Managing Director for Linden Homes Western, said: "We were extremely proud to donate a Dawn Redwood tree for The Duke of Gloucester to plant to commemorate King Henry III's coronation. The tree was planted at our Greyfriars Quarter development and we're delighted to have been involved in such a historic event."



A ROYAL OPENING FOR FERMAIN ACADEMY

HRH The Princess Royal officially opened Fermain Academy, a free school Galliford Try worked on which provides a place of learning for 13-16-year-olds who have become disengaged from mainstream education.

The Macclesfield school first opened last year but recently underwent a £1.6 million project to extend and refurbish the entire building, which was a former youth centre.

Site Manager Jon Reynolds joined representatives from the school, council

and Education Funding Agency as well as Formula One champion and UK Youth President Nigel Mansell to meet and greet Princess Anne. She was then given a tour of the school during which she could see the children benefit from their new learning environment.

Jon (pictured second from right) said: "Fermain Academy is a brilliant school and we are delighted to have been involved in this project. It's a privilege

and highlight to have met Her Royal Highness and to listen to her talk about the school's benefits to the community."



APPOINTMENTS & PROMOTIONS

Peter Ventress appointed Chairman



Peter Ventress, formerly Non-executive Deputy Chairman and Senior Independent Director, was appointed Non-executive Chairman on 11 November 2016, replacing Greg Fitzgerald. Peter originally joined the Board on 30 April 2015.

Terry Miller takes the role of Senior Independent Director



Terry Miller, Non-executive Director, has been appointed Senior Independent Director of the Group. Terry joined the Board in February 2014. She is Chairman of the Nomination Committee and a member of the Remuneration and Audit committees.

Stuart Waldman appointed Director of Group Finance



Stuart Waldman has taken the reins from Andrew Duxbury as Director of Group Finance. Stuart has sector experience and has previously worked at ISG, Laing O'Rourke and Alfred McAlpine. Meanwhile, Andrew has been promoted to a new role of Senior Finance Director in Linden Homes.

Vikki Skene heads up HR across C&I



Joining from Balfour Beatty, Vikki Skene has been appointed to the newly-created role of HR Operations Director in Construction & Investments (C&I). With over 20 years' experience in HR, Vikki forms part of the C&I Leadership Team, reporting to Bill Hocking.

Clare Crawford joins as P&R Business Development & Investment Director



Clare Crawford has joined Partnerships & Regeneration as Business Development & Investment Director. Clare has more than 15 years' experience in housing. She joins from leading Registered Provider Aster Group, where she was most recently Commercial Director.

Claire Jackson to lead Education sector team



Claire Jackson has been promoted to Education Director, taking over from Michael Buchanan, who is retiring but has been retained to focus on the procurement of the Education Funding Agency Framework. Claire has been a key part of Michael's team for the last 2.5 years and will continue to grow our presence in education, working alongside the regional businesses.

KEY MILESTONE AT LINDEN'S LARGEST EVER SITE

The first homes have been released at Linden's eagerly-awaited Sherford development in South Hams

Linden Homes South West, along with fellow consortium partners, is creating a new country town with community and sustainability at its heart. The new town of Sherford will incorporate high-quality, classically designed homes with a host of amenities, including schools, a leisure centre, a town hall, shops, plus woodland and wildlife habitats.

Speaking about the launch of the first homes at the development, Brian Deacon, Sales and Marketing Director for Linden Homes South West, said: "This is an incredibly exciting time and a real milestone in the town's history, as it's been years in the planning."

The Sherford Consortium has worked with some of the UK's finest architects, designers and craftsmen. On its completion, it will offer a total of 5,500 homes, with 20 per cent of these dedicated to affordable housing.

From left: Councillor Roger Croad; Deputy Lord Mayor of Plymouth Sam Davey; Sherford Consortium Member Clare Brimble; Linden Homes Sales and Marketing Director Brian Deacon; Sherford Consortium Member; Councillor John Tucker and Leader of South Hams District Council and Sherford Consortium Member Wayne Bennett





Tristan da Cunha

QUESTIONS WITH THE PM

Working on the world's most remote inhabited island - a British Overseas Territory in the South Atlantic - Mark Aimson is leading the project to build a new healthcare facility using Galliford Try's previous international experience



Q Tell us about the project.

A We have been appointed to design and construct a new health facility on Tristan da Cunha, the world's most remote inhabited island, in the South Atlantic. It will be built to NHS standards, replacing the existing hospital, which has reached the end of its useful life. The project draws on the experience we have gained from developing buildings and infrastructure in other isolated locations throughout the South Atlantic and in Antarctica. We are working alongside Hugh Broughton Architects, so it is a core part of the team behind the award-winning Halley VI Research Station.

Q What are the main challenges of this project?

A The location. The island is 1,500 miles from the nearest continent, and is accessible only via an eight-day boat journey from South Africa. From a construction point of view, the key is to make sure that we include every last detail when carrying out the design as every nut and bolt has to be shipped over. It's important to keep checking and checking everything again - from the design to

procurement and from receiving the delivery to packing everything on to the ship as it's so critical it gets there.

“YOU LOSE YOUR WAY OF LIFE...YOU HAVE TO REINTEGRATE AND TRY TO PICK UP WHERE YOU LEFT OFF”

Getting the right people is another very important factor. We are a very closely-knit team based in closely confined working and living quarters. Our early input team has been on site since November and we will be on the island until June. It's a long time to be isolated on an island away from home - particularly over Christmas. There's the challenge of trying to maintain contact with family and friends, balancing that with working hard and also enjoying the place. You lose your way of life, and when you return you have to reintegrate and try to pick up where you left off. Individuals need to have the right psychological profile for that.

Q What kind of techniques are we using on the project?

A We are maximising off-site fabrication and pre-engineered components in a similar way to the 'kit-of-parts' structure used on Halley. The building will be constructed as prefabricated modules by Top Housing in Malmo, Sweden, enabling it to be flat-packed for shipping and reducing erection time on site.

Additionally, the community of Tristan da Cunha is settled at the foot of an active volcano. For this reason, the foundations will be formed with precast concrete pads, which support a galvanised steel grillage, providing good resistance against seismic activity.

Q What are the highlights to date?

A It is a small community with a very different culture to ours and our team of 25 has just landed there, making up 10 per cent of their population - so developing the right team with the right ethos and linking in with the local community to be providing a much-needed facility is a real highlight.



DAM GOOD JOB

Storm Angus in November brought back memories of the disruption and damage caused by flooding across northern England last winter. But the residents of Skipton in North Yorkshire, which was among the areas affected, can look forward to a more secure future.

The environmental business of Galliford Try, in joint venture with Black & Veatch, has been constructing dams for two storage reservoirs plus walls in the town centre that will protect about 230 residential and 90 non-residential properties against a severity of flooding that is only ever likely to happen once every 100 years. The larger of the dams crosses the Eller Beck, one of two main watercourses that run into Skipton. Ordinarily the beck will flow through a pipe known as a culvert within the dam. However, in storm conditions, temporary barriers called penstocks will be lowered over the culvert inlet so that water impounds to form a reservoir. This is predicted to happen every three years

or so. When the storm has abated the penstocks will be lifted and the water will flow through the culvert as normal. Additionally, a spillway has been built into the dam so that in a very exceptional 1 in 100-year flood event, water will flow over the spillway and back into the beck on the other side rather than exert pressure on the dam.

The other dam crosses Waller Hill Beck. It's very similar in structure and works in much the same way as its bigger brother but is about a third of the size. Meanwhile, a total of 300m of flood walls have been reconstructed or built from scratch in a supermarket car park, at the bottom of private gardens and beside a children's play area all in the town centre.



Dave West, Construction Manager



Baffles in the culvert outlet



Pouring concrete for the spillway

FACT FILE



Eller Beck dam is 15m high from river level to its centre and 360m long.

The dam can hold back 433,000 cubic metres of water.

The spillway is 30m wide by 300m long.

About 120,000 tonnes of material for the dam was stockpiled on site with 25 wagons running five loads per day. A further 120,000 tonnes was imported directly.

The Waller Hill Beck dam is 9m high, 60m wide and 75m long and contains about 35,000 tonnes of fill.

The scheme has been modelled to ensure that together its elements provide the required level of flood protection taking into consideration the likely impact of climate change.

The team has had constant reminders of the climate at this gateway to the Yorkshire Dales.

“Rain fell on 27 days in November 2015, every day in December and most of January,” recalls Construction Manager Dave West. “The Eller Beck works were completely flooded on four occasions last winter too. But despite these challenges we’ve managed to stay on programme and budget.”

The £10 million scheme for the Environment Agency was secured under

its Water & Environment Management framework and has several environmental considerations. The retaining walls for the spillway at Eller Beck are faced with a random rubberised brick pattern to comply with a stipulation from the Yorkshire Dales National Park Authority. In addition, the culvert features an otter ledge and baffles (*concrete blocks; see photo*) which help fish to pass by slowing the passage of water and providing a means of traction.

Among the stakeholders is Skipton Golf Club. Part of the course has been subsumed by the scheme and consequently the 18th green and tee has been relocated. The team has also provided a climbing net and undertaken painting at the play area where one of the walls was built and,

last February, recovered an old stone gatepost that had become dislodged by a storm from its resting place in Waller Hill Beck, an act that was welcomed by local historians. In August, the scheme was awarded the Royal Town Planning Institute Yorkshire Planning Excellence Award and the chairman of the judging panel, said that the project “illustrates how community engagement and open communications with local planning authorities can unify stakeholders”.

Work began in March 2015 and the majority of construction is due to be completed this December. Mechanical and electrical commissioning will take place in the first quarter of 2017 with final handover in June.

DELIVERING EXCELLENCE



Marcus Hudson
Regional Technical Director

Driven by a desire to improve performance and provide better services to our clients, the Building Southern business has embarked on a business improvement programme called 'delivering excellence'. *Evolve* learns how it came into being, how it works and its success to date

Walk into any meeting taking place across our business and you can bet on hearing the phrase 'back to basics'. Certainly, in Construction & Investments this simple approach of focusing on the fundamental principles of how we work and living our values is permeating every area of the business.

In Building Southern, this idea has trickled into client satisfaction, materialising in the form of 'delivering excellence', which is their number one business strategy.

"Much of the work we undertake in our region is in frameworks where the more you impress your clients, the greater the chance you have of securing more work," explained Marcus Hudson, Regional Technical Director for Galliford Try Building Southern.

"We knew for a while that things weren't as good as they could be. There was plenty of opportunity for new work which we weren't as well placed to optimise as we could be, so we wanted to do something about that," he added.

Having run successful business improvement programmes in the past, Building Southern Managing Director Stephen Scard used a step change model,

a type of change management tool, to visualise what the business end goal of client satisfaction would look like. From there, they set about establishing a strategy to improve performance in every area from bid submission to aftercare.

'Delighted Client' were locked down as the four cornerstones of the strategy, and the working group deliberated over how they could effectively measure these elements. Under Safe it was agreed that Zero RIDDORs would be the key

"DELIVERING EXCELLENCE IS BASED ON BEHAVIOURS AND CULTURE RATHER THAN POLICY AND PROCEDURE"

"Having kicked off the initial process in 2014, we put together a working group in January last year covering a cross-section of every discipline across our business. We had a full spectrum of representation from design, commercial, operations and site, and started to develop an approach. Looking at our values of Excellence, Passion, Integrity and Collaboration, we felt that Excellence aligned to our aspiration, which is to 'deliver the best', hence we called our strategy 'delivering excellence'."

Being reflective of industry measures, 'Safe', 'On Time', 'Snag Free' and

target; On Time meant completing at agreed dates; Snag Free targeted no snags at practical completion and, achieving all our clients' key objectives would lead to a Delighted Client.

Importantly, delivering excellence would be based on behaviours and culture rather than policy and procedure. It would be a drive to continuously strive for improvement.

The group detailed these actions as the key requirements to deliver excellence under each cornerstone and created an online portal featuring interactive tools and information designed to help and

inform everyone in the business how to achieve it. Ultimate sign-off would then come from the client, and Stephen.

"We've created a framework for delivering excellence but every site and project is different. We engage with our clients at the start of each project, see what their objectives are and produce a charter for each project tailored to their requirements. Many of these aspects are consistent on each project but each charter is subtly different."

Equipped with these tools, and a clear objective, Stephen and Marcus introduced delivering excellence to the whole business unit at a launch event last year. Reinforcing this, half-day induction workshops have been put in place for all new starters. Overall, more than 200 people, including the Northern Home Counties office, have been on the programme and every project that has started since June 2015 has adopted the way of working.

"Initially any shift in culture or behaviour can be challenging as it is human nature to be set in your ways. However, the response from everyone across the business has been very positive. People want to be a part of it, and it gives them something to be proud of and take pride in," added Marcus.

To date, the programme has been hugely successful and eight projects have achieved the standard of delivering excellence. As a way of celebrating their

teams' successes, the business has held two awards ceremonies presenting accredited sites with a certificate and gift to commemorate their achievements. Each team has also been given up to £500 to donate to the charity of their choice, depending on the size of their scheme.

Client Myles Milner of Reading Borough Council was a guest speaker at the first awards ceremony in April. He personally praised the teams and the delivering excellence ethos. This feedback has been consistent from all of the clients on the projects that have been involved in delivering excellence, demonstrating and reinforcing how it can and is establishing stronger and more successful relationships with clients.

It is no surprise that Stephen and Marcus are more enthused than ever about delivering excellence and Mick Laws, Managing Director of Building Midlands & South, is equally so, particularly given that eight out of 10 projects handed over by Building Southern this calendar year have achieved the standard.

He said: "There's a common belief that delivering a project snag free or with zero RIDDORs can't be done. But Stephen and Marcus have shown us that it can and that's because of the human side of it and the cultural shift they've put in place. We are very pleased with the results and I am looking forward to exploring how delivering excellence can work across our division."

WHAT OUR CLIENTS SAY



"When we went to market with our £61 million school expansion programme, we faced a rising market, major resource shortage in the construction industry, and the usual September deadlines. We placed our confidence in Galliford Try after they made a strong submission and commitment to our work. Galliford Try has not disappointed, and its commitment to the two-stage open book approach and quality of their work, has been exemplary."

**Myles Milner, School Services
Manager at St Michael's Primary.**



"Just wanted to let you know that we are 'Delighted Clients' in respect of the handover of Alfred Sutton Primary School today. Could you please pass on my thanks to Tony, JP and the rest of the team who have worked tirelessly to achieve a very high standard."

**Linda Church, Portfolio Manager,
Reading Borough Council.**



"The quality and professionalism of Galliford Try to deliver Thistle Hill Academy has been excellent. Matt Riley, Site Manager, has been exceptional and has built excellent relationships with Kent County Council staff as well as the Academy Trust."

**James Sanderson, Senior Project
Manager, Kent County Council.**

TEAMS WHICH HAVE ACHIEVED THE DELIVERING EXCELLENCE STANDARD

KEY FEATURES

- Alfred Sutton Primary School
- St Michael's Primary School
- Thistle Hill Academy
- Churchend School
- Valley Invicta Primary School
- Tunstall C of E Primary School
- Ridgeway Primary School
- Cranmere Primary School

CELEBRATING OUR PEOPLE



Linden Homes and Infrastructure both held awards ceremonies in November, rewarding the hard work, dedication and achievements of their teams. *Evolve* learns more

September 2015 saw the launch of Linden Homes' Staff Awards, a year-round scheme designed to celebrate our people's achievements.

Throughout the year, all site managers and sales executives were assessed and those with the highest scores from each region won a quarterly title. To give everyone else in the business a chance to be recognised, all employees were asked to nominate a colleague's contribution to business improvement.

All regional winners were shortlisted for the national awards which were presented by Chief Executive Peter Truscott, and Linden Homes Divisional Chairmen Tom Nicholson and Andrew Hammond.

Commenting on their success, Tom said: "We firmly believe that our people are our greatest asset and the quality of the nominations we have received is evidence of that. We are continuously impressed by the drive and passion of our teams."

Andrew added: "We are pleased with the way the awards have been embraced by all of our regions and hope they go some way in recognising the outstanding effort our people put into their work. Well done to all of our regional and national winners."

Sales Executive of the Year - Merja Boyt (South East)



Merja is an excellent ambassador for The Linden Way, upholding and promoting its principles. Despite challenging conditions, she sold the majority of apartments at the Pavillions from September 2015 to March 2016 allowing completions one month ahead of budget. 'Committed' and 'proactive', she was praised for her excellent customer feedback.

Site Manager of the Year - Kevin Bishop (Midlands)



Kevin was recognised for his outstanding work at a high volume build at Saxon Gardens, combined with excellent health and safety and customer satisfaction levels and pride in his job (see page 18). His willingness to volunteer to assist another site at year end sums Kevin up - a great guy and a real credit to the Construction Team.

Driving Business Improvement - Joanne Beazley, Management Accountant (Thames Valley) and David Zarcaro - Buying Manager (Chiltern)



Joanne fully embraced and continues to develop the new financial reporting and forecasting system Hyperion. Her efforts enabled Thames Valley to meet reporting deadlines set by Group and to produce new system-based reports that save time and duplication and assist with day-to-day operations. Meanwhile, David was praised for being instrumental in driving Business Improvement initiatives, while maintaining efficient control of procurement and costs within his department. As an example, he spearheaded the delivery of the new priced Linden Homes Chiltern specifications, reducing cost through standardisation and simplification.

Peter Truscott and Tom Nicholson present the awards to Merja and David





Everyone's a winner ... (from left): John Redford, Joe Scurrah, Jarrod Parkin, Alan Jones, Richard Wood, Vicky Drinkwater, Mark Whitfield and George Sloss at the awards which were held at the Coombe Abbey Hotel near Coventry on 22 November

The Infrastructure division celebrated the quality and diversity of both its people and projects at the sixth annual Excellence Awards in November

The teams behind Cook's Castle reservoir on the Isle of Wight, Liverpool Wastewater Treatment Works and the Urban Vision framework in Salford won the 'Project' awards. The A46 Tollbar Interchange secured the 'Sustainability' award and Joe Scurrah was named the top 'High Flyer'. (See right for full roll of honour).

Infrastructure Managing Director Tom de la Motte told the audience: "The variety of our work is huge – from the Queensferry Crossing in Edinburgh to streetlighting in Middlesbrough; from smart-metering to smart motorways; and from city centre railway stations to a hospital on Tristan da Cunha, the most remote island in the world. The common thread of what we do is that it makes a difference to millions of people's lives. Infrastructure really matters."

He added: "Today has also been a great opportunity to showcase depth and quality of talent within Infrastructure. Our high flyers are the future of our business. As well as technical and academic achievement they demonstrate and live our values of Excellence, Passion, Integrity and Collaboration."

Every business unit within the division was represented among the shortlisted schemes. Among them was the low profile but profitable term maintenance scheme started by Galliford 32 years ago for the manufacturing centre of Syngenta, an agricultural chemicals company.

Entries in the project categories were scored according to eight criteria namely health, safety and environmental performance; customer focus and satisfaction; quality and lean application; delivery on time; collaborative working; profitability; innovation; and use of BIM.

WINNERS



Project of the year over £30m

Joint winners: Liverpool Wastewater Treatment Works for United Utilities and Urban Vision highways framework for Salford City Council.

Project of the year under £30m

Cook's Castle reservoir on the Isle of Wight for Southern Water.

Sustainability

Tollbar End for Highways England.

High Flyers

Joe Scurrah, Group Engineering.

Best idea submitted to the Ideas Exchange

Infographics produced for Scottish Water.

Health and Safety

Warrington Flood Alleviation Scheme.

The judging panel comprised Tom de la Motte, Jon Hodgins (Technical Director), Mike Webb (Health & Safety Development Manager), Karen Geoghegan (Senior HR Business Partner for Infrastructure); and Caroline Johnstone (Group Sustainability Manager).



WELCOME TO THE CLASS OF 2016

Each year, Galliford Try welcomes a new cohort of graduates and trainees to the business. During a two-day induction, the new starters learnt about our business, heard from our leaders and met their peers

The annual event took place at the Birmingham International Convention Centre in November, marking the third ever to be hosted by the Group Future Talent Team.

All in all, 82 graduates and trainees from a mixture of disciplines ranging from civil engineering, site management, quantity surveying, health, safety and sustainability, technical, finance and sales attended.

Future Talent Manager Laura Lavin, who co-ordinated the event with Head of Resourcing and Talent Marie Bonser and People Development Advisor Chloe Hewitt-Clay, said: "The aim of the event was to welcome our new entry level employees to our business and provide them with a comprehensive overview of the Group and its businesses."

"It also provided an excellent platform for them to network with their peers, as well as with members from our Senior Leadership Team and HR, and ultimately allowed us to demonstrate our commitment to our future talent's development."

Chief Executive Peter Truscott kicked off the day with an overview of our three businesses, the opportunities for our business, what inspires him personally, and, most importantly, the role our people play in the success of the business.

"THE DAY ALLOWED US TO DEMONSTRATE OUR COMMITMENT TO OUR FUTURE TALENT'S DEVELOPMENT"

Presentations from other members of the Senior Leadership Team included sessions from Group Health, Safety and Sustainability Director David White, Construction & Investments HR Operations Director Vikki Skene and Group Marketing & Communications Director Melanie Bright. The new intake also took part in an ice-breaker session and teambuilding activities, visited Partnerships' Longbridge and Bournville sites and learnt more about the development programmes and tools they will experience throughout their career journeys. A question and answer session concluded the two days of activities.

"We have had some excellent feedback about the event and are really thrilled about the great start our class of 2016 has had with us," said Laura. "We look forward to working with our new graduates and trainees over the next two years giving them the support, tools and guidance they need to build successful careers with us here at Galliford Try."



Captive audience: Chief Executive Peter Truscott takes questions from the new intake after his presentation.



Fact-finding: one of the ice-breakers challenged attendees to "find someone" who had completed one of 28 tasks such as flying in a helicopter.



Making a good fit: each team was given 20 minutes to complete a jigsaw puzzle as a teambuilding exercise.



Building networks: the class of 2016 had the opportunity to build strong networks and new friendships.

"It was very valuable hearing of the experiences and advice given by some of the senior employees and see how their careers developed in this industry. One of my favourite quotes was given by Peter Truscott who said 'Don't worry if you think you're not going to know everything, you never will'. As a new employee all the information and knowledge can be a bit overwhelming but to hear someone at the head of the company say it's a learning curve and he still learns new things every day was highly motivational!"

Rishi Malhan, Graduate Engineer, Infrastructure Highways.

"The entry level event was presented in a great format and I was very pleased to hear the CEO open the proceedings. The activities were well received and I really enjoyed the speeches given by our guests. I was not left disappointed."

Alaa Karrar, Graduate Quantity Surveyor, Building Southern.

"It was a highly enjoyable experience and a fantastic opportunity to meet other graduates and colleagues from around the business. Hearing from all the varying businesses and being able to talk to people who are currently on or have completed the graduate scheme was a great chance to discuss any questions."

Doug Hills, Graduate Health, Safety & Sustainability Advisor, Group Services.



Kevin Bishop, Site Manager, Linden Homes Midlands

SEAL OF EXCELLENCE WINNERS...

Kevin and Bob



Bob Mitchell, Senior Site Manager, Linden Homes South West

NHBC Pride in the Job is the housebuilding industry's most prestigious awards programme for site managers, recognising and rewarding their roles in delivering quality. Its Seal of Excellence Awards are presented to the top 130 entrants from the initial list of 16,000. *Evolve* learns more from Linden Homes' Bob Mitchell and Kevin Bishop, who each scooped an award earlier this year

SUPPORTING THE WORLD'S BIGGEST COFFEE MORNING

Up and down the country, hundreds of you baked, brewed and bought to raise money for the World's Biggest Coffee Morning, Macmillan Cancer Support's biggest fundraising event

Office and site staff put on the kettle, hosted their own bake-offs and brought-in all manner of delights to raise money for the event.

Our efforts across the country raised a grand total of more than £3,000 which Macmillan will use to provide medical, emotional, practical and financial support, as well as campaigning for better cancer care, and supporting the families and friends of those affected by cancer.

According to statistics, there are now two-and-a-half million people in the UK living with cancer. By 2030, it will be four million people, and Macmillan's aim is to be there for them all, making sure no one has to face cancer alone.

With every sip, bite and bake of your fundraising activities, Macmillan is a little further on with its mission. Thank you to everyone who took part.



As an NHBC-registered developer and builder, Linden not only designs and builds homes in accordance with Building Regulations, but also to the exacting NHBC standards. Each home is inspected at five key stages. This includes when foundations are excavated; when the main structure is up; at the 'first fix' to check things such as the installation of doors and windows, electrics and plumbing; during drainage works and then finally when the house is complete.

“AS A SITE MANAGER, I HAVE TO PROVE TO THE TEAM THAT I CARE BECAUSE IF I CARE THEY’LL CARE”

Sites that consistently exceed the standards during inspections are put forward for Pride in the Job Awards which start with the Quality Awards, graduating to the Seal of Excellence Awards and then the Regional Awards, and culminating in the Supreme Awards.

Like many of our site managers both Bob Mitchell and Kevin Bishop are no strangers to the process but what do they think makes a winning site?

According to Kevin, who was awarded for his efforts at Saxon Garden in Huntingdon, the single biggest thing you can do is build a good team: “You need consistency and quality of labour, and you have to get it right the first time. Once you’ve got that, you keep hold of the team. It makes a massive difference.”

Throughout the duration of the two-and-a-half year scheme, Kevin used 70 per cent of the same tradespeople.

He said: “If you start well and keep on top of it, people want to stay on. Also, when the team knows what it’s doing, I can spend my time tweaking things and improving them rather than firefighting.”

Bob, who started out with the Group in the Midas days, and was recognised for his work at the Kings Gate development in Kingsteignton, could not agree more.

“It is a team effort so you need a good team around you to achieve the standards,” he said, praising the efforts of his assistant site managers Chris Clark and Jason Palmer, the latter of whom was recently promoted from a trainee position and who Bob hopes he has set on the right path.

He added that leading by example is also key: “As a site manager, I have to prove to the team that I care because if I care they’ll care. You have to show you’re enthusiastic and go the extra mile.”

For Bob, presentation is also high on the list of priorities: “The first impression is everything - from the way I’m dressed to the walls, offices etc. It shows I care about a site and therefore the workmanship. It’s a must.”

Both must be doing something right, as it is the second Seal of Excellence Award for each of them; the eighth Quality Award for Bob, and the second for Kevin.

“I’m very pleased with the award,” said Kevin. “It’s excellent to have won a second time. We made a huge effort on site so I was confident but the competition is fierce and you can never expect to win so this is the icing on the cake. It will stay with me forever.”

The award ceremony proved to be particularly gratifying for Bob when one of his former trainees received the award after him.

“He thanked me after,” said Bob, “and the NHBC also acknowledged my effort in training him which made me very proud.”



Monday morning pick-me-ups at the Hessele office helped Linden Homes East Yorkshire raise €150.



In a baking frenzy, the Building team in Warrington came together to raise more than €260.



Between Melville Street and Lockside in Edinburgh, the two teams raised around €350.



Bacon butties at Innovation House helped Partnerships North West raise €187.



MAG thank our team for life-saving action. From left: Ben, Tom Wilne (MAG Capital Delivery Director), Matt Baines (MAG Programme Manager), Colin and Gary

BEN AND GARY SAVE THE DAY

Quick-thinking from two of the site team at Manchester Airport proved life-saving for an elderly man who had a seizure

What started as a normal day for Site Agent Ben Brigg and Project Manager Gary Thompson ended with the two saving a life on site at Manchester Airport.

While working on a contract to replace fire doors across a live environment in

Terminal One, Ben and Gary came across an elderly gentleman having a seizure on the floor outside a lift.

“We were carrying out our inspections and when we got to the top of the escalator we saw him. Dozens of people were walking

past, not taking any notice. Our instincts kicked in and we quickly went over to help.”

Ben went to raise the alarm. While he was getting assistance, the man stopped having a seizure. Gary put him into the recovery position and made him comfortable. The man then started struggling for breath and stopped breathing. Gary managed to remove his false teeth, ready for CPR and started to check his pulse. At that point, the MAG First Responder came to the scene, just in time to undertake CPR. An ambulance then took the gentleman to hospital.

Colin Abbott, Aviation Director for Galliford Try, said: “Ben and Gary’s noble actions were praised heavily by client MAG, who thanked the two for stepping in, and most likely saving a life by doing so. We are very proud of the guys. If they hadn’t been in the vicinity working I think the gentleman involved may no longer be with us.”

Spurred on by the impact they made, Ben is now looking at refreshing his First Aid training.

FROM WASTE2ENERGY TO ENERGY2WIN

The Galliford Try Infrastructure Waste2Energy team powered up for the GHD Livigunn Challenge, a test of mental power, physical strength and team-working, and not only came first but also won a trophy for raising the most money for charity.

The challenge was organised by GHD Livigunn, Galliford Try’s designers for the biomass power station projects underway at Hull, Barry and Boston. The event started with a time-trial orienteering exercise in which the team had to get from the campsite to the Howtown ferry terminal before the ferry departed and then do a treasure hunt around Pooley Bridge. They kayaked the length of Ullswater, roughly 10 miles, completing different logic puzzles and physical challenges including a cliff jump on the way.

They were then put through their paces with a 13-mile hike, jog and cross-country run across the fells surrounding Ullswater, stopping at various checkpoints and completing various puzzles and challenges along the way.

Owen Winters, Site Quality Controller at the Hull Biomass Power Station, said: “At the end of Saturday we were in second position so pushed hard on Sunday morning to go for the win. The final

session consisted of another orienteering task over about eight miles which included abseiling down the face of a cliff with more *en route* challenges. The hard work paid off with us going home as champions on the Sunday afternoon.”

The team raised £4,700 for Children with Cancer, Over the Wall and Martin House Children’s Hospice out of a total of £21,000 generated through competitor sponsorship.

Pictured from left: Mark Foster, Owen Winters, Dave French, Dave Owen, Graham Messenger and Luke Ratcliffe





Pictured from left: Colin, Aimee, Stuart, Stacey, Kenny, Mike and David

GREAT SCOTTISH FUN

A group of 10 “modestly-fit” staff members from Morrison Construction Building Central took on the Great Scottish Run - Half Marathon on Sunday 2nd October 2016.

As if it was not enough to run 13.1 miles through the centre of the city, past Glasgow’s finest venues and buildings, over the River Clyde and back for a grandstand finish on Glasgow Green, the group also decided to take part in the Business Challenge. Entering a mixed-team (Stacey Martin, Aimee Auld, Liam Corrins and John Mitchell) and a men’s team (Stuart Gilliland, David Wilson, Colin MacLennan, Mike Reid, Kenny Cruickshanks and Graeme Reid), everyone gave it their very best effort. The mixed-team missed third place in their category by a hair, coming in fourth with an accumulated finish time of eight hours, 18 minutes and 16 seconds. The men’s team, meanwhile, came in fifth in their category totalling six hours, 36 minutes and 22 seconds. The teams’ finish times consisted of best four times in each team.

Together, they managed to raise more than £2,000 for Macmillan Cancer Support and Children’s Aid.

“Linden Homes has supported the learning at our school in the past and we were delighted to work with them again. The children’s visit to the show-home really ignited their interest and inspired their learning. The tips on persuasive writing have so much more impact when embedded in a real world context like the development at White Rock, and when delivered by an expert working in the industry. This is having a fantastic positive impact on their understanding, progress and – most importantly – enthusiasm for learning.”

**Suzie Shorter, Teacher at
Eden Park Primary School Academy.**

EDEN PARK PUPILS SOLD ON LINDEN

Pupils at Eden Park Primary School Academy in Brixham recently visited Linden Homes’ White Rock development in Paignton as part of their selling homes project to develop their persuasive writing and presentation skills.

The 120 pupils, aged between nine and 11 years old, visited White Rock for inspiration. They were shown floorplans and development layouts, enjoyed a tour of the site, viewed a completed show-home and were given tips on persuasive writing and how to sell and market new homes.



TIME OUT WITH LUCY SHIRLEY

Am-dram actor Lucy Shirley, who is Marketing Co-ordinator at Building London & South East Commercial, tells *Evolve* why she loves being booed and hissed on stage



Q Tell us how you first became interested in am-dram?

A I completed my degree in Drama at the University of Winchester in 2010, where my studies focused on Applied Drama; a branch of theatre which uses drama in an educational or community context. I volunteered at HMP Winchester with Playing for Time Theatre Company and worked with groups of male prisoners to help strengthen their literacy skills and to contribute towards their rehabilitation. We were even fortunate enough to receive a £10,000 grant from the Arts Council to stage a play with a professional director.

Q What have you been doing recently?

A After a five-year break from performing, I joined an amateur dramatics group based in Buckinghamshire, the St Peter Players. I was introduced to the group by the late Jenny Morton who was Assistant to Group Finance Director Graham Prothero. I have just completed my fourth show with the Players, where I embraced my 'inner evil' and played the wicked stepmother in *Cinderella* to sell-out audiences.

Q What do you enjoy about theatre?

A I love the buzz that I get performing on stage. It's hard work and requires a lot of time and dedication, but when you can hear the audience 'booing' and 'hissing' at you when you step on stage you know that it's been worth the investment.

Q What have the highlights been??

A I was crowned 'Best Actress' for *Cinderella* in our in-house awards ceremony! Our group is a part of NODA (National Operatic and Dramatic Association) and each show is reviewed by an external critic. Some members of our group have been nominated for the NODA London Awards. I'm yet to receive a nomination, but would love to someday to achieve this accolade!

The Players is a small community-based group which requires (and welcomes) voluntary support to keep making shows. This includes performers, set builders, carpenters, painters, front of house and wardrobe assistance etc. See how you can help at: www.stpeterplayers.co.uk.



Lee (pictured centre right) with Team Diversity at the event

LEE REPRESENTS GALLIFORD TRY AT CN'S TECH SPRINT

A rising star from the water business represented Galliford Try at *Construction News'* first-ever 24-hour hackathon

Business Improvement Engineer Lee Walters was one of the 31 contractors, consultants, architects who took part in the Tech Sprint, the aim of which was to bring together the industry's brightest young minds to devise a technology-based solution that could help improve the efficiency of construction.

"JUDGES SAID THERE WAS A CLEAR NEED FOR MORE SOLUTIONS LIKE SITE 4.0"

Lee formed part of 'Team Diversity' which decided to create a platform to provide all the data about a site anyone could need in one easy-to-find place.

"Our proposal was Site 4.0," explained Lee. "Its aim was to cut down the number of human interfaces that cause lengthy delays on construction projects by providing real-time data for quick and decisive decisions using existing sources such as CCTV, smartphones, telemetry devices and even drones."

Judges said there was a clear need for more solutions like Site 4.0, and that Lee and the team had "considered technological detail well", welcoming the idea of combining disparate technologies.

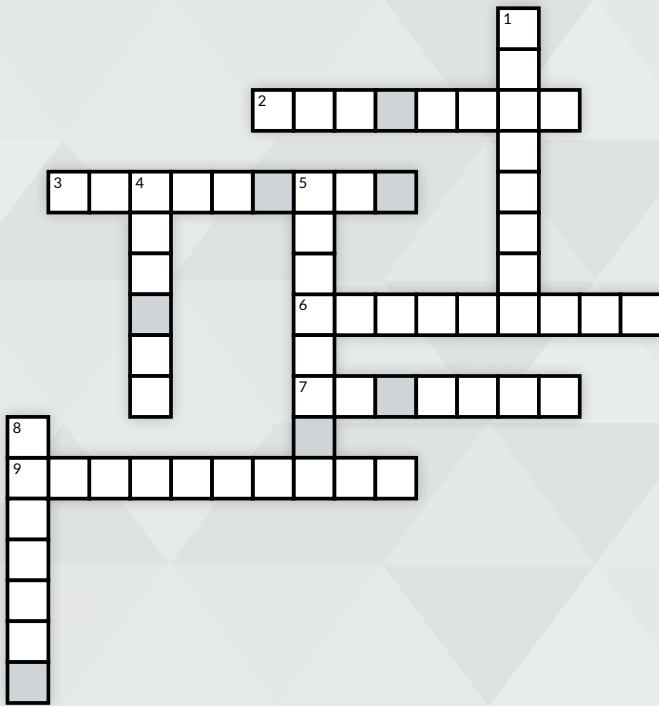
Though Team Diversity performed well and impressed judges, it narrowly lost out to another team which had the idea to sell surplus materials to nearby projects to minimise waste to landfill using an Uber or ebay-like platform.

Lee said: "It was a thoroughly enjoyable experience and it helped progress my skills in innovation, decision-making, time management and leadership. I was proud to represent Galliford Try and pleased with our performance."

WIN £50 OF AMAZON VOUCHERS

For your chance to snap up the vouchers, tell us what the letters in the grey boxes spell:

_____.



CONGRATULATIONS TO...

Annie O'Brien, Customer Service
Co-ordinator, Linden Homes South East

Thank you to everyone who entered our competition last edition. The letters from the crossword spelled 'EXCELLENCE'.

Annie O'Brien was selected at random from all the entrants who responded correctly to win £50 of Amazon vouchers.

"I'm delighted to have won and am going to splurge on a load of new music! Thanks."

Annie O'Brien.



Across

- Linden Homes sponsored the National Student Awards run by Women in _____ again this year (8).
- A two-day induction helped to welcome our _____ and trainees (9).
- Supporting the world's biggest coffee morning helped us raise money for _____ Cancer Support (9).
- Works at _____ should in North Yorkshire should help protect its local properties against flooding (7).
- Delivering _____ is based on behaviours and cultures (10).

Down

- Kevin Bishop and Bob _____ each won an NHBC Seal of Excellence Award (8).
- Mark _____ is leading our project on the world's most remote inhabited island (6).
- Ben Brigg and Gary _____ saved the day at Manchester Airport (8).
- _____ Academy was officially opened by Princess Anne this year (7).

Answers should be emailed to: evolve@gallifordtry.co.uk by 31 January 2017. The winner will be selected at random from all correct entries.



SUSTAINABILITY AWARD



Linden Homes Divisional Chairmen Tom Nicholson (second from left) and Andrew Hammond (third from left) collect the award from NHBC Business Development Director Neil Jefferson (left) and The Rt Hon the Lord Hague of Richmond

Linden Homes bagged Silver 'Sustainable Developer of the Year' at the *What House?* Awards, the biggest and most prestigious event for housebuilders, which were held in November at the Grosvenor House Hotel in London.

One of the most highly-regarded categories of the day, 'Sustainable Developer of the Year' sought to distinguish developers that are committed to all aspects of sustainability, with "an eco-ethos running through the company from top to bottom".

Judges were looking for low carbon initiatives, use of sustainable materials and energy-saving appliances, and

community investment.

Linden Homes claimed the prize for the second year running, impressing judges with its commitment to sustainability across its operations, based on the six fundamentals of health and safety, environment, community, customers, supply chain and people.

The award builds on Linden's success at the Brick Awards, where it was named 'Best Large Housebuilder' for its sensitive use of brickwork at both the Greyfriars Quarter development in Gloucester and Wilshire Park in Hertfordshire.