

Galliford Try is proud to be recognised as an Investor in People and the philosophy of this accreditation underpins our HR policies and practices in order that we may become "Employer of Choice" for existing and new employees alike. In order to be acknowledged as Employer of Choice we have concentrated on the development of the following policies and practices:

## Recruitment

We will develop recruitment policies and practices to ensure that we recruit employees in sufficient numbers, with the necessary technical skills and cultural fit to satisfy the manpower requirements of each business unit. This is achieved by:

- Greater reliance on the Group's internal labour market.
- The implementation of an annual trainee intake of school leavers and graduates, by establishing close links with selected schools and universities.
- Effective manpower planning.
- Providing a competitive remuneration package.
- Offering real career development opportunities.
- Offering outstanding staff learning and development and support.

## Retention

Management style can have a significant impact on employee motivation, job satisfaction and ultimately employee retention. We will develop and maintain policies and practises which will support a participative and transformational style. This will be achieved by:

- Adopting a flexible approach to the management of the employment relationship.
- Greater investment in management development initiatives to ensure the managers of Galliford Try adopt the desired management style which will support the organisation's culture.
- The use of coaching and mentoring to support career development.

## Rewards

We will develop a reward management strategy which will support the Group's commitment to recruitment and retention by offering terms and conditions of employment which are competitive and are designed to increase the motivation and commitment of employees. This will be achieved through:

- Remuneration levels which are competitive in the open market
- A competitive benefits package, which will attract the best potential employees
- Regular salary reviews for all staff, providing pay rises which recognise individual effort and contribution to overall business goals.
- The use of performance related pay which incentives and reward staff, by enabling them to share in the success of the business

## Performance Management

We will have employees with the appropriate mix of competencies to meet the current and future needs of business plans. This will be achieved by:

- The design of job roles, job descriptions to meet business unit aims and objectives.
- The annual Performance and Development Review, which is a vital part of our strategy for ensuring the continued development and learning of our staff.
- The production of an annual training and development plan which provides a broad range of learning and development opportunities designed not only to improve technical skills but also interpersonal, problem solving and decision making skills.
- Ensuring staff are achieving their full potential through career development.

**Communication and Consultation**

We recognise the importance of regular two way communication between senior managers and employees and as such engage in a range of regular written communications with employees. This is achieved by:

- Each business unit communicating with its employees by means of quarterly team briefs.
- Upward communication, by mean of a Staff Satisfaction Survey, the results of which are incorporated into the business planning process.
- All employees receiving copies of the Group in house magazine and news letters throughout the year.

**Diversity**

We are committed to valuing and promoting diversity through the employment and development of a workforce that reflects the diverse society in which we live. This is achieved by creating an environment where all employees can develop their full potential, irrespective of their race, gender, marital status, age, disability, religious belief, political opinion or sexual orientation.

**Dignity**

We are committed to maintaining a safe and confidential environment in which everyone is able to work without harassment, victimisation or bullying and an environment where everyone is treated with consideration and courtesy.