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GallifordTry

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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.



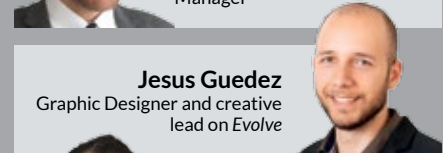
Melanie Bright
Group Marketing & Communications Director



Babita Pawar
Communications Manager and editor of Evolve



Gavin Crumlin
Digital Communications Manager



Jesus Guedez
Graphic Designer and creative lead on Evolve



Ben Kunicki
PR Manager for Building and FM



Katrina McNicol
PR Manager for Scotland & Investments



Paul Kirkwood
PR Manager for Infrastructure in England



Megan Taylor
Communications Executive for Scotland & Investments

Evolve's commitment

Evolve is printed on paper which complies with internationally recognised forestry management standards.



MESSAGE FROM THE CHIEF EXECUTIVE

Hello and welcome to *Evolve*,

This has been another eventful and exciting quarter for us. In September, we announced the full year results. I am proud to say that despite the challenges our business has faced over the past 12 months, we have achieved a lot, both operationally and financially. As demonstrated throughout *Evolve*, we are making great progress towards our 2021 strategic objectives.

Construction has won further acclaim for its projects (pages four and six) and secured several major new contract awards (page six). We are also continuing to make fantastic progress in sectors such as Aviation (back cover) and Defence (page 10) both through our excellent framework positions and beyond.

In Linden Homes, we have further strengthened our management team (page four) and been making good progress against our strategy to drive volume and margin growth and maintain an appropriately-sized landbank (page seven).

Partnerships & Regeneration's expansion plans are going very well too, with a further office opened in the East Midlands (page seven), some very significant contract wins (page eight) and further accolades for our projects.

“THE VALUABLE INSIGHTS YOU HAVE GIVEN US THROUGH THE EMPLOYEE SURVEY WILL HELP TO SHAPE OUR PLANS GOING FORWARD”

While we are delivering this work, we also have some key issues we are focusing on as a business. Health & Safety and our people will always be at the top of my agenda. It has therefore been very pleasing to hear about the very commendable record Matthew Pool's Business Unit has achieved (page nine). This is something all of us should be aiming for and supporting.

Attracting, retaining and developing our people is also key to our success, and the valuable insights you have given us through the Employee Survey (page 19) will help to shape our plans going forward. We are already making progress on some of our action plans, with a new Trainee Management scheme rolled out in Linden (page 16), and various work in both other businesses



taking place behind the scenes. We are looking at sharing more information on our approach to wellbeing in the future and recently became a Supporting Partner of Mates in Mind (page 14).

We are making progress in the area of attracting more diverse talent too and were pleased to sponsor the Inspire Summit to encourage women into construction, engineering and property, and we became accredited as 'Disability Confident' (page 12), which will help to make us more accessible as an employer.

Finally, in September, several of our site managers won NHBC Pride in the Job Quality Awards. You will recall that I said if we all have pride in our jobs, we can achieve excellent customer satisfaction levels - something we must always strive for - and on pages 20-21, our award winners give us their tips on delivering quality.

Looking through the pages of *Evolve* always fills me with pride, knowing the incredible contribution we make to our stakeholders. Thank you for making that happen.

A handwritten signature in black ink, appearing to read 'P. Truscott'.

Peter Truscott

APPOINTMENTS & PROMOTIONS

Jeremy Townsend appointed Non-executive Director



Jeremy was appointed to our Board on 1 September and will become Chair of the Audit Committee when Andrew Jenner steps down later in the year. Jeremy is Chief Financial Officer of Rentokil Initial plc. He is a Fellow of the Institute of Chartered Accountants and a member of the Accounting Council of the Financial Reporting Council.

Simon Pendlebury promoted to MD of Linden Homes Thames Valley



Simon has been with Linden Homes for over 11 years, holding the position of Sales Director at Chiltern for the last six. Having worked in the property industry for 16 years, he brings a wealth of experience to his role at the Thames Valley business.

Scott Stothard takes the reins as Linden Homes West Yorkshire MD



Scott is promoted from the role of Construction Director, having joined Linden Homes in May this year. Prior to that, he has held positions at Taylor Wimpey and Morgan Sindall (Lovell Partnerships), where he started off as an apprentice bricklayer.

Nick Salt promoted to Infrastructure MD



Nick has been promoted the position of Managing Director of Infrastructure from his role as Managing Director of Rail, Aviation & Environment. He has been with the business for five years, having joined with the acquisition of Miller Construction, and has a wealth of experience in the regulated transport sectors. He takes over from Tom de la Motte, joining the C&I Leadership Team.

Bradley Davison takes the role of MD at Linden Homes South West



With more than 28 years' housebuilding experience, Bradley joins us from Taylor Wimpey where he was Commercial Director. He has extensive knowledge of the property industry and has worked for companies including Barratt, David Wilson Homes and Persimmon.

Sean Egan becomes Partnerships North MD



Sean joins Galliford Try Partnerships North as Managing Director from housing association Home Group, where he was Group Director of Development. He has a background in delivering ambitious housing, commercial and mixed-use regeneration at a senior level across a range of organisations.

HOLYWELL CLAIMS SUSTAINABILITY AWARD

The team behind Holywell Learning Campus has received further accolades from Constructing Excellence Wales (CEW), claiming this year's Sustainability award

The £27 million project, which won last year's CEW 'BIM Project of the Year', combines the existing high school with three primaries on the same site.

Its credentials include achieving a BREEAM Excellent award, as well as reusing or recycling more than 90 per cent of demolition waste and 96 per cent of construction waste. The team's approach to supply chain and the local community was also considered exceptional, with more than 90 per cent of subcontractors being small or medium enterprises.

Commenting on the win, Building North West Managing Director Jim Parker said: "Holywell Learning Campus has become an

exemplar project nationally as well as regionally. The team has been exceptional in achieving over and above the targets set for them, and this award is richly deserved."





QUEEN OFFICIALLY OPENS NEW BRIDGE ACROSS FORTH

Her Majesty The Queen officially opened the new £1.35 billion Queensferry Crossing, 53 years to the day after she opened the Forth Road Bridge

The Queen was joined by Scotland's First Minister Nicola Sturgeon to cut a ceremonial ribbon on the new Queensferry Crossing over the Firth of Forth to mark its opening on Monday 4 September.

“THE QUEENSFERRY CROSSING ENRICHES SCOTLAND’S REPUTATION FOR WORLD-CLASS ENGINEERING”

Built by Forth Crossing Bridge Constructors (FCBC), which Morrison Construction is part of, the 1.7 mile bridge was opened to traffic on 30 August but closed the following weekend for a special event that allowed the public to walk across it.

Around 50,000 people were awarded tickets through a ballot for a ‘once-in-a-lifetime’ chance to walk over the new bridge. This included individuals who were involved in the project plus their families

and friends from Forth Crossing Bridge Constructors who made up close to 6,500 of the total number.

The Queen, who was accompanied by the Duke of Edinburgh in his first official appearance since retiring in August, remarked that the crossing was a “breathtaking sight” and one of three “magnificent structures” across the Forth.

Michael Martin, Project Director for FCBC, said: “For civil engineers, the chance to build a bridge of the sheer scale and engineering significance of the Queensferry Crossing is a dream come true.

“I am especially proud of the way the team has, from day one, faced up to every challenge thrown up by this complex construction project and overcome every one of them in such a skilled and professional manner. The Queensferry Crossing enriches Scotland’s reputation for world-class engineering and represents civil engineering at its very finest.”

The new crossing fully re-opened to traffic following a community day on 5 September, which gave another 10,000 people from local schools and community groups an opportunity to walk across the bridge.

THE QUEENSFERRY CROSSING IN NUMBERS

15,000+ people have been involved in the project since plans for a new bridge started in 2007.

1,200 jobs have been created in the local area with thousands more indirectly employed.

23,000 miles of cables were used by engineers on the scheme - almost enough to wrap around the earth’s equator.

35,000 tonnes of steel, the equivalent of 80 Boeing 747s, was used in construction of the bridge.

210m is the height of the bridge above high tide - 50m taller than the Forth Road Bridge and 97m taller than the rail bridge.

CONTRACT WINS IN BRIEF

Building wins £48m housing scheme

The Building division has been appointed by developer St Modwen Properties to deliver the latest phase of the residential scheme at St Andrew's Park on the former RAF Uxbridge base. The £48 million project includes the construction of 249 apartments, just a stone's throw away from our head office in Uxbridge.

Infrastructure gains place on major civils framework

Galliford Try has been appointed to the YORcivil2 framework covering general civil engineering works across the Yorkshire and Humber region. The total framework is worth more than £1 billion and will run for four years with an option to extend for a further two years.

Manchester Airport to get a boost

Galliford Try has been awarded a £38 million contract aimed at boosting Manchester Airport's capacity. The contract centres around the extension of the airfield's west apron and includes building new taxiways and aircraft stands around piers and terminal buildings along with associated infrastructure works.

Building on £750m universities framework

Galliford Try has secured a place on a six-year framework to deliver building projects for universities across the North East. Managed by the North Eastern Universities Purchasing Consortium, the major capital projects framework will be used by higher education institutions at Newcastle, Durham, Northumbria, Sunderland and Teesside Universities.

READ MORE ON GALILEO

Keep up-to-date with news from around the Group by logging on to Galileo daily. Subscribe to content you are interested in to see it in your feed.



PUMPED UP TEAM CLAIMS GROUND ENGINEERING AWARD

Morrison Construction Water claimed the prize for 'UK Project with a Geotechnical Value up to £1 million' at the *Ground Engineering Awards* which showcase engineering excellence from the 'finest firms' in the country.

“JUDGES PRAISED HOW WELL THE TEAM UNDERSTOOD AND MANAGED THE GEOTECHNICAL RISKS...AS WELL AS THE HIGH LEVEL OF STAKEHOLDER MANAGEMENT”

The scheme at Provost Driver Court in Renfrew for Scottish Water Solutions involved reconstructing a sewer pumping station - which was damaged by ground settlement in 2013 - as well as making the surrounding ground denser.

With the pumping station located at the end of a residential *cul de sac*, the groundwater control had to be designed to minimise the risk of ground movement to neighbouring properties and prevent further damage to the facility itself.

Judges praised how well the team understood and managed the geotechnical risks throughout the project, as well as the high level of stakeholder management, especially with local residents.

They said: "The winner devised an innovative solution to a geotechnical problem."

Galliford Try Building London & South East Commercial was also shortlisted for 'UK Project with a Geotechnical Value of between £1million and £3 million' for 1-9 Seymour Street in London.

The awards took place at the London Hilton on Park Lane in July.



TAKING OFFICE IN EAST MIDLANDS

Having successfully built up a strong presence in the Midlands, Partnerships Central has expanded its operations by separating into two Business Units, as part of Partnerships' growth plans

Led by Divisional Director James Warrington (*pictured*), Partnerships Central originally grew out of our Building Central business. Having firmly established a presence in the area for delivering affordable and mixed-tenure housing together with delivering extra care schemes, the business has now split in two with a new office in Enderby. Regional Director Darren Beale will head up the West Midlands business, with James Warrington leading East Midlands as Managing Director, as well as overseeing both businesses.

Commenting on the move, James said: "This is a really exciting time for our business. Earlier this year, we secured three great

contracts worth in the region of £74 million which have already given us a boost in the East Midlands, and the best possible start."

The projects include the major regeneration of the former RAF Brampton site in Cambridgeshire for Metropolitan Housing Trust to deliver 210 new affordable and private homes; a 55-bed extra care scheme in Wootton; and a 171-home mixed-tenure scheme in the West Bridgford area of Nottingham.

Along with the Drew Smith Group joining our business in May and several key contract wins over the last quarter (page eight), the opening of the new office demonstrates real progress in Partnerships' expansion plans.



"THIS IS A REALLY EXCITING TIME FOR OUR BUSINESS AND GIVES US THE BEST POSSIBLE START"

LAND AMBITIONS

Linden Homes makes a strong start to its strategy to 2021, growing margins through increased standardisation, volume growth and making headway on land plans

Just six months into the strategy to 2021, Linden Homes has made solid progress on its three-pronged plan to drive volume growth and margin through increased standardisation, volume growth and maintaining an appropriately-sized landbank.

Strategic land was outlined as an increasingly important source of new plots for us, with a target of 20-25% of our plots to come from this avenue by 2021.

As an early win, the team has recently secured our largest-ever strategic land interest on a site in Huntingdon. The site, which could deliver approximately 4,000

units, has been secured through a 'hybrid option' agreement providing up to 2,000 homes for the business.

"THE SITE HAS THE POTENTIAL TO DELIVER GREAT REWARD"

It is located adjacent to Huntingdon, a sustainable market town which benefits from a main line railway station and direct access to the A1 and A14, providing excellent transport links to nearby Cambridge and Peterborough, as well as

London and the wider area.

Regional Director for Strategic Land East, Hannah Pattinson, commented: "We're delighted to have secured the land in Huntingdon. The team has worked extremely hard on this one and the site has the potential to deliver great reward back to the business. We have secured a legal interest in the land for 15 years, and we are promoting this site through the local plan process with the intention of getting the land allocated in five to seven years."

If you are aware of any land which may be of interest to the strategic land team please contact them.

UPTON VILLAGE CLAIMS 'BEST DESIGN' AT NATIONAL HOUSING AWARDS



"Upton Village has gained high acclaim for its approach to design and its delivery of high-quality living areas. This is yet another credit to the hard work and effort of our team, and further evidence of our track record in delivering affordable homes and regeneration."

Stuart Brodie,
Managing Director of Galliford Try Partnerships South East

The multi-award winning Upton Village development by Galliford Try Partnerships South East has added another prize to its collection, winning 'Best Design' at the National Housing Awards. The £24.5million redevelopment of Plaistow Hospital in East London for Peabody delivers 168 new affordable homes of which 66 are for affordable rent, 74 for market rent and 28 are for shared ownership.

Judges were impressed by the careful consideration given to the homes' layouts, and the way in which the development made the most of site potential. They also applauded the consideration to sustainability, and the excellence of the scheme's design in terms of external and internal appearance.

The awards took place at the Lancaster London Hotel on Thursday 7 September.

Earlier this year, Upton Village claimed 'Most Innovative Affordable Housing Scheme' at the Housing Innovation Awards and 'Best Development' at the *Evening Standard* New Homes Awards.



£122M BUY-TO-RENT CONTRACT IN THE BAG

Galliford Try Partnerships South East has been appointed by Legal & General to build the £122 million Buy-to-Rent project at Blackhorse Mills in Walthamstow, East London.

The major regeneration scheme involves creating 479 new studio, and one to three-bedroom homes, overlooking the Walthamstow Wetlands.

The development will also feature a new wellness centre, private dining rooms, flexible working space, roof terracing and a resident club room. An additional 24,000 sq ft of commercial accommodation will provide much-needed space for creative and start-up businesses in the area.

Green initiatives will include solar panels on the roof, which provide the building with communal lighting and power. Residents will be offered longer and more flexible tenancies to create greater occupational security.

With the rental sector providing strong potential for growth, this is another success for Partnerships & Regeneration.



Other key successes for Partnerships & Regeneration over this quarter:

- Appointment to all five lots of the Homes and Communities Agency's Delivery Partner Panel 3 four-year framework.
- Securing a contract worth circa £275 million to regenerate Ealing Council's headquarters at Perceval House and create a new mixed-use scheme.
- Appointment to Aster Group's new partnering arrangement worth a potential £150 million over five years.

QUESTIONS WITH...

Matthew Pool



Showcasing an exemplar approach to Health & Safety, Building London & South East Commercial achieved 2,700,000 accident free man hours, a zero Accident Frequency Rate and scooped RoSPA's Order of Distinction Award. *Evolve* talks to the business' Managing Director about its industry-leading record

Q Matthew, your business has had a consistently strong Health & Safety (H&S) record in recent years. What do you attribute this to?

A When I became MD in December 2014, I took over a mature business, with great people and a good H&S record. Unfortunately, in April 2015, we had two RIDDORS in one day and it became obvious that relying on a good record wasn't enough. We immediately prioritised H&S in all meetings and increased the number and frequency of Leadership Team KPIs. This helped to bring focus, and to show that we were taking safety seriously.

We then looked at the roles and responsibilities within the BMS and whether our training programme was appropriate. The appointment of a Business Unit training manager has made a difference and I am now confident we have properly trained people in appropriate roles.

“EVERYONE IS INVOLVED AND ENGAGED AND ALL UNDERSTAND THE IMPORTANCE OF WHAT WE'RE DOING”

We also hold a quarterly H&S Forum with our Leadership Team, subcontractors, senior project managers, safety advisors and guest speakers to keep us up-to-date on trends, to share experiences, discuss

lessons learned, highlight good practice and to present awards. Everyone is involved and engaged and all understand the importance of what we're doing. It's a real team effort.

We have also embraced the Considerate Constructors Scheme which has created competition between our sites and driven up standards.

Q Where does the Group safety programme Challenging Beliefs, Affecting Behaviour (CBAB) fit in?

A We have spent a lot of time looking at CBAB, understanding what it means and what we are trying to achieve. Our focus is on using tools such as the Induction, Toolbox Talks, Safety Reward Schemes and Safe Behaviour Discussions to create a safe environment and culture of care. We now have a CBAB coach on every site and are training our subcontractors on the programme too.

Q You have some big projects on the go, and large numbers of staff and subcontractors on each one. How do you manage that above and beyond CBAB?

A We're doing fewer but bigger projects, which has given us better control as we're focusing on less sites. Generally, it means we're dealing with larger subcontractors with a more experienced, stable workforce and mature H&S practices and policies. This, coupled with an increase in the number of 'Aligned' subcontractors we use, is making

a difference. There is much more focus on shared values and the creation of strong, mutually-beneficial relationships. They drive us and we drive them!

“IF IT SAVES ONE PERSON, IT WILL BE WELL WORTH DOING”

Q H&S covers wellbeing too. What are you doing in this area?

A We were the first business to roll out 'Know Your Numbers' on our sites and offices, where AXA provided mini-medicals. Based on the results, they gave staff reports and advice on next steps (including don't drink a Costa coffee before your medical!) Everyone was talking about it and comparing results. It has triggered a snowball effect, with people getting interested and making lifestyle changes. Our aim is to do it every year on every site. It has a serious side to it, and if it saves one person, it will be well worth doing.

Q What are the areas of focus over the next year?

A We want to continue the good work we've already done, but obviously we want to do more.

I would like to see more sharing of best practice, better short-term planning, widening of training in areas such as underground services, tower and ladder usage and more focus on mental health issues.



ON THE DEFENCE

Evolve speaks to Defence Director Keith Yarham about how his team is establishing a foothold in the defence sector to help achieve our strategic goals

Back in February, Chief Executive Peter Truscott and the senior management team revealed our Group's new strategy to 2021.

One of the major thrusts of our approach, revealed by Construction & Investments Chief Executive Bill Hocking, was the focus on securing high-quality opportunities through public sector frameworks. Over the past few years, we have made great strides in this area, particularly in the Education and Health sectors. Now, there is a new challenger, with the Defence team, led by Director Keith Yarham, making rapid progress over the past year in creating a pipeline of work for both the Building and Infrastructure divisions.

Defence had been on the backburner for Galliford Try until the acquisition of Miller Construction in 2014, which brought with it a position on the national Defence Infrastructure Organisation's (DIO) Next Generation Estates Contracts (NGEC) programme. Galliford Try soon won further places on the regional frameworks with the business now represented on four of the five Capital Works frameworks under the programme.

The DIO is responsible for managing the Defence Estate, which covers a staggering 1.8 per cent of the total land mass of the UK and includes approximately 130,000 individual assets on numerous military establishments, including naval bases, airfields and army barracks.

The opportunity is considerable, and during the past 18 months Keith and his team, in conjunction with the Business Units, have won eight projects with a combined value of over £215 million.

“THIS IS ONLY THE BEGINNING. WE ARE AMBITIOUS TO DO MORE, AND TAKE A BIGGER SLICE OF THE PIE IN THE SECTOR”

“From where we were to now, we've made excellent progress,” says Keith. “But this is only the beginning. We are ambitious to do more, and take a bigger slice of the pie in the sector.”

The Defence Core Team (DCT) working under Keith is six strong and acts as a centre of excellence, supporting the individual Business Units through opportunity identification, bidding, delivery and handover in this highly regulated sector.

The winning streak began with the successful bid for the RNAS Yeovilton Aircraft / Amphibious Vehicle Underwater Escape and Survival Training facility, or 'dunk tank' as it is commonly known. The training facility allows helicopter crews to practice emergency evacuation procedures in the event of coming down in water.

The Yeovilton job was a one-off gained through the NGEC framework, however, with the MoD reconfiguring our armed forces, there are major opportunities in longer-term programmes of work.

“For a long time the MoD has prevaricated over programmes



The new F-35 II Lightning will be based at the reconfigured RAF Marham where Galliford Try is engaged in a £120 million programme of works



RAF Lossiemouth is in line for a £400 million upgrade to house the Poseidon P8 maritime patrol aircraft



The 'dunk tank' at RNAS Yeovilton was Galliford Try's first major win through the DIO's NGE framework

that everybody has known are essential; a matter of when rather than if," Keith explains. "Now we are seeing those programmes come to fruition and the workstreams beginning to flow."

The Army Basing Programme, a programme of works to accommodate regiments returning from Germany, is ongoing. Galliford Try is currently working on new accommodation and technical facilities at Dreghorn, Imphal, Marne and Bourlon Barracks, projects with a combined contract value of £65 million.

"WE ARE VERY MUCH ESTABLISHING OURSELVES AND I AM REALLY ENCOURAGED BY THE PROGRESS WE HAVE MADE SO FAR"

Earlier this year, in joint venture with Lagan Construction, the team was successful in a bid to construct a new operational conversion unit at RAF Marham in a £120 million contract. The project will involve the creation of a new large aircraft hangar and 7,200 sq m of office accommodation, as well as resurfacing the runways, taxiways and providing vertical landing pads. This project runs until March 2020 and is part of a wider £400 million upgrade of the base to accommodate the new F35 Lightning II strike fighter.

"Clearly RAF Marham has been a really significant win for us," Keith says. "Not only are we working with Lagan but also both Building and Infrastructure are coming together to demonstrate to our clients how we can provide a full range of solutions to these highly technical projects."

This success has established Galliford Try's credentials in the defence sector, and Keith has his eye on further opportunities for base reconfiguration at the United States-operated RAF Lakenheath (worth up to \$1.2 billion) in Lincolnshire, and RAF Lossiemouth in Aberdeenshire.

Finally, the team is identifying and discussing with DIO opportunities released through the Defence Estate Optimisation programme that was announced by Sir Michael Fallon, Secretary of State for Defence, in November last year.

This £4 billion programme is designed to reduce the size of the defence estate by 30 per cent by 2040. As well as creating construction opportunities through basing reconfiguration, there also exist investment and development opportunities through land disposal and our housebuilding businesses.

"It's an exciting time in the sector," Keith concludes. "We are very much establishing ourselves and I am really encouraged by the progress we have made so far. The opportunities are out there, we just have to make sure we make the most of them."



From left: Samantha Wright, Grace Williams, Michelle Everton, Joanna Farnsworth and Ella Hardy

“We enjoy, promote, and value a diverse workforce, actively supporting, encouraging and inspiring women into our business sector. We were keen to be involved in this event.”

Stephen Teagle, Chief Executive of Partnerships & Regeneration

INSPIRING WOMEN INTO CONSTRUCTION

Partnerships & Regeneration was proud to sponsor the Inspire Summit, a one-day conference which celebrated women working in UK construction, engineering and housing who are reshaping expectations and inspiring others to follow in their footsteps.

In attendance from the business were Aimee Law, Dena Burgher, Joanna Farnsworth, Ella Hardy, Grace Williams, Michelle Everton and Samantha Wright. They took part in focus sessions and live workshops covering topics such as entry routes into the industry, the under-representation of women at all

levels in the industry and what can be done about it, ways to accelerate careers, and people’s personal experiences. The event also included discussion panels on work-life balance, leadership models and organisational change.

Delegates additionally had the chance to hear a keynote speech by Sian Massey-Ellis MBE, the only female football match official working in the English Premier League, about her handling of a media storm over sexist remarks made about her.

Pictured right, New Business Director for Galliford Try Partnerships Central, Dena Burgher said: “We really enjoyed

contributing to the discussion on the day, and meeting many inspiring women. The event also provided a fantastic platform to speak to individuals about potential opportunities to become part of our team as we expand our operations across the country.”



GROUP BECOMES ‘DISABILITY CONFIDENT EMPLOYER’

Galliford Try has been accredited as a ‘Disability Confident Employer’.

The voluntary government Disability Confident scheme is designed to help employers successfully attract and retain disabled people and those with health conditions into their organisations.

The accreditation recognises our commitment to actively seeking to make us much more accessible as an employer

to skilled individuals who have a disability, whether it is a visible, physical disability or an invisible disability such as dyslexia or dyspraxia.

Figures show that 19 per cent of the available workforce across the UK have a disability. Our aim is to widen our talent pool and create and benefit from a more diverse and inclusive business. The scheme also aims to positively change attitudes,

behaviours and cultures, across businesses, supply chain and local communities.



MAKING R&D PAY

Having worked with our Tax team to claim back £884,698 in tax credits for Research & Development (R&D) activities on Infrastructure projects, Galliford Try has appointed its first R&D Manager to act as the focal point and key driver for R&D and Innovation across Infrastructure while also pursuing further R&D tax savings for our project teams. *Evolve* talks to Jon de Souza of Infrastructure Divisional Solutions



Q Jon, you worked with our Tax team to make some very significant claims. Tell us more about this.

A We recognised within Infrastructure that there was a real opportunity to make a claim under HMRC's Research & Development (R&D) Tax Credits scheme. This is a government-driven incentive designed to encourage businesses to invest in R&D, under which companies can claim back 11 per cent of their qualifying expenditure. We knew that we were delivering innovative projects in Infrastructure but were not taking advantage of this scheme to benefit the business. Under the leadership of Gary Young, Matt Reeves of Central Engineering Services and I visited projects across the Infrastructure division, focusing on those from the 2014/15 financial year, to understand what R&D had been delivered by our teams. We had tremendous support from project teams and found some great examples. It was interesting that many of our project teams hadn't really considered that they'd been carrying out R&D but what they'd done clearly qualified under the HMRC definition (see right). We were really pleased with the final result of £884,698 which could be the equivalent of the margin on a £40 million project and it goes straight to Galliford Try's bottom line.

Q So, what does your new role entail?

A In addition to securing our tax credit claim for 2015/16 and beyond, I've predominantly been tasked with building on our success by adopting a more structured and strategic approach to R&D. We are keen to share our experiences with other parts of the business who may be able to submit tax credit claims of the same order of magnitude as we have achieved in Infrastructure starting from 2015/16, the first year that is still claimable.

We've also been awarded funding from Innovate UK, a government agency, to launch our first Knowledge Transfer Partnership (KTP) in collaboration with Loughborough University. KTPs are a collaboration between industry and academia designed to both embed innovative working within an industrial partner and to further research. In our case we will be looking at ways in which we can increase the likelihood that our projects can achieve the Delivering Excellence goals. We're also working with two universities in Scotland to develop research projects. This includes an exciting proposal on how we can use quantum technology to improve our detection of underground services. We will also look to support innovation from key supply chain partners identified through Advantage through Alignment and support them to identify match funding for their research. I believe that there's a tremendous opportunity to harness the creativity in our teams and support our project delivery

with a structured approach to innovation. I'm really excited by the challenge. If you think you could have an Infrastructure claim, contact me on 07739 936 341.



Paul Atkins
Head of Tax

WHAT DOES R&D INCLUDE?

HMRC's definition of R&D is very broad and covers any work which involves 'resolving scientific or technological uncertainty'. This includes activity where we've deliberately chosen an innovative solution as well as where we've had to respond to changes. These may be from late design, client specification changes or where we've faced unforeseen circumstances and needed to consider alternative solutions. R&D tax credits also apply to tenders, Early Contractor Involvement periods and organisational change programmes. We can also make claims for time spent considering alternative solutions regardless of whether they've been implemented. Infrastructure has done a tremendous job in this area. For more information about claims, please contact me on 07956 847941.

SUSTAINABILITY MATTERS

Galliford Try has been making great strides in sustainability over the past few months. From promoting key issues, to adopting new initiatives and celebrating success, *Evolve* learns more about what we are doing across our businesses



FIVE YEARS OF LEADING ENVIRONMENTAL, SOCIAL AND GOVERNANCE PRACTICE

Our Group has once again been named in the FTSE4Good Index, a listing of FTSE companies that demonstrate strong Environmental, Social and Governance (ESG) practices, and we have additionally increased our score so that we now appear in the top third of the index.

We were independently assessed against 300 criteria across 14 themes within the FTSE ESG Ratings Model to have achieved

a score of 3.4 out of five, improving on last year's score of 3.1.

Particular strengths highlighted by the assessment included our work on climate change, health and safety, corporate governance, anti-corruption and environmental supply chain.

For more information on our approach to sustainability please see the Group Sustainability Galileo pages >>>



GOLD STATUS ACHIEVED WITH SUPPLY CHAIN SUSTAINABILITY SCHOOL

We have become one of only 22 companies to have achieved the Supply Chain Sustainability School's Gold status as a result of our commitment to continuous improvement in sustainability.

In order to become Gold-rated, we successfully completed a self-assessment with the School, accessed a number of their resources, completed a re-assessment, demonstrated an increase in sustainability competence and actively shared our knowledge and experience with other

School members.

The school is a not-for-profit organisation which aims to increase sustainability knowledge in the supply chain. In our capacity as its partners and board members, we are committed to supporting the School and are active in a number of its leadership and special interest groups.

Find out more about the School and its free learning materials through: Galileo > Group Services > Sustainability.

OFFICE SUSTAINABILITY SCHEME LAUNCHED

Galliford Try has launched the Office Sustainability Scheme, which aims to develop, embed and reward sustainable behaviours within our offices.

The scheme is centred around a number of pledges which span across the areas of leadership, wellbeing, community, carbon, ethics, water, waste and paper use.

Participating offices are required to identify actions their office has already achieved, which they will receive points for, and then select additional requirements

that they wish to target.

Once all targets are met, the submissions will be reviewed and awards presented to winning offices.

So far 13 offices are participating, and the first assessment took place at the end of September. If you would like to nominate your office for participation, please liaise with the office managing director.

Details of the scheme are available on: Galileo > Group Services > Sustainability > Office Sustainability Scheme.



“We’ve designed the Office Sustainability Scheme so that each office can pick and tailor their most appropriate actions. It aspires to be an enjoyable way to make your office a better place to work in while also helping the Group to achieve its sustainability goals.”

Caroline Johnstone,
Head of Group Sustainability

VIDEO LAUNCHED ON WHY WE CARE ABOUT SUSTAINABILITY

A new video about how we define sustainability, why we care about it, how it affects our business and what we can do to help has been launched by Building Midlands & South for use by the business.

Mick Laws, Managing Director of the division, said: “Sustainability is a huge part of our business and we wanted to define

it in a tangible way. This new video shows what sustainability means to us, why it’s an important part of our future and the role we can all play in becoming a more sustainable business.

To watch the video, visit: Galileo > Group Services > Sustainability.



MATERIALS EXCHANGE GETS STARTED

If you need bulk materials or have excess materials on your sites, the new Galliford Try Materials Exchange Register on Yammer could be just what you need

To increase the opportunities for sites to prevent wastage of surplus materials, the Health, Safety & Sustainability department has launched a Materials Exchange Register via Yammer.

By joining the group, site teams can exchange materials with other Business Units across the Group.

Amit Patel, Regional Environmental & Sustainability Manager - South, who

launched the idea with fellow team members said: “Approximately £160,000 has recently been saved following the exchange of excavated soils and excess recycled aggregates between two Galliford Try Partnerships sites and between a Linden and Infrastructure site, demonstrating the benefits.

“To help save costs and improve our environmental performance, please

consider joining the Materials Exchange Register by searching for the group on Yammer.”



GROWING OUR OWN TALENT

To attract, retain and develop our people, Linden Homes has rolled out a new Management Trainee programme. *Evolve* learns more

One of the greatest challenges faced by the housebuilding industry is a shortage of people entering the construction field, particularly when looking at the UK's growing housing need. Plugging the skills gap requires attracting young people into the industry.

Where traditionally, apprenticeships have been seen as one of the main routes into housebuilding, Linden Homes offers a variety of diverse roles across different disciplines above and beyond that.

Meeting our strategic objectives depends on a pipeline of talent, and to nurture that talent, we have launched a new Management Trainee scheme that allows people to join the company and work towards a specific job role, while simultaneously studying an appropriate qualification.

During the three-year programme, trainees will be assigned a mentor and have the opportunity to gain an understanding of the business as a whole by undertaking two-week long placements in each department. The majority of their time will be spent in their chosen discipline working towards becoming a trained professional in their field, supported by professional internal training courses and team-building events.

Each trainee will also receive an action plan to work through with their mentor, who will also receive their own handbook and guidance from HR.

Evolve learns more from a series of interviews with several of the team currently progressing through the programme.

Jemima Marsh, Trainee Quantity Surveyor, Linden Homes South



What attracted you to the housebuilding industry? Initially it was the role rather than the industry that appealed to me, but since gaining a solid understanding of housebuilding it quickly became something I wanted to secure a long-term career in.

Why did you join the Management Trainee scheme? After I'd finished my A levels I wasn't quite sure of my next move and I joined Linden Homes as Business Administration Apprentice in the Customer Care team. I learnt a huge amount about the industry and the business and, through my work with the Commercial team, discovered that the quantity surveyor role really appealed to me.

What has been the best thing about joining the programme so far? I love visiting sites to see the bigger picture and how the processes all come together. The Linden Homes team is one that you can feel confident you will progress within, and my colleagues have continued to do everything to ensure I am supported and receiving the best guidance.

Emma Sayer, Trainee Quantity Surveyor, Linden Homes West Yorkshire



What attracted you to the housebuilding industry? The need for housing in the UK is growing as our population does so I wanted to be part of something that was part of the solution. I was really interested to learn how the process starts right from the beginning and how each team plays its part.

Why did you join the Management Trainee scheme? I joined the company as an assistant in the Land department and quickly became embedded in the process of how land is acquired right through to how homes are sold to our customers. I worked with each department and developed an interest in commercial and how pivotal their role is. I transferred to the scheme for a change in career path and to progress further within the company.

What has been the best thing about joining the programme so far? How supportive the team has been. Their guidance has been invaluable and learning from dedicated individuals has been really rewarding. It's good to be part of the process that results in the finished product and seeing how my input can have a positive effect.

**Sam Tims, Trainee at
Linden Homes Chiltern**



What attracted you to the housebuilding industry? There is always a demand for houses to be built so I knew that it was something that would keep me on my toes as well as the fact that there are so many elements to consider from land acquisition to the selling of a home and everything in-between.

Why did you join the Management Trainee scheme? I didn't know much about the details of the industry, and it seemed to be a great opportunity to learn both practically and theoretically how everything works together, while gaining on-the-job experience.

What has been the best thing about joining the programme so far? For me one of the best things is seeing how the things you might do in the office, whether big or small, have an impact on the final outcome of a site, so that when you look around and see the end product you know that your input was valuable.

**Conor McCormack, Trainee
Quantity Surveyor,
Linden Homes South**



What attracted you to the housebuilding industry? I saw that the housebuilding industry was one that could offer me the opportunity to establish a long-term and successful career. It's so varied in its output and I wanted to be part of something that leaves behind a legacy in the product we build.

Why did you join the Management Trainee scheme? I think it's becoming more and more apparent that employers are looking for solid experience as well as qualifications, and the Management Trainee scheme offered me both these elements. I was also keen to start working so I could earn a salary while gaining the right qualifications for the role.

What has been the best thing about joining the programme so far? Learning from the team around me. The experience they have collectively is invaluable and I've already learnt a great deal from them as well as been given opportunities to take on more responsibility.

**Dom Fiore, Technical Trainee,
Linden Homes Thames Valley**



What attracted you to the housebuilding industry? My family is in the housebuilding industry and my dad is a bricklayer by trade so it's something that I've grown up around. I was more interested in the design and architecture side of the business and had initially planned to go to university.

Why did you join the Management Trainee scheme? My initial plan was to go to university to study architecture so I started my A levels with this in mind. However, when I did some more research into different career paths I came across the Linden Homes' Management Trainee scheme and the combination of studying and learning on the job really appealed to me.

What has been the best thing about joining the programme so far? I've really enjoyed the level of exposure I've been given; my input and opinion is valued which makes me even more dedicated to the role. Learning from people with a broad range of experience has also been fantastic and something I would never have been able to do without joining the scheme.



SUPPORTING MATES IN MIND

Galliford Try has become a Supporting Partner of Mates in Mind, a programme developed to promote awareness of mental ill health specifically within the construction industry.

Mates in Mind is run in partnership with the Health in Construction Leadership Group (HCLG) and British Safety Council, with support from leading mental health charities.

As a Supporting Partner, we are one of just 15 companies to be recognised as early

adopters of the scheme and are working with them to improve positive mental wellbeing in our industry.

As part of this, there are three training courses available:

- **Stage 1** – ‘Start the Conversation’. A 45-minute awareness session aimed at reducing the stigma and breaking down the barriers of mental health. (A ‘self-delivery’ session with an optional train the trainer element available.)
- **Stage 2** – a half-day training course

for supervisors / managers to increase awareness of mental ill-health along with the signs and symptoms.

- **Stage 3** – a two-day mental health first aid course.

To learn more about the courses or register your interest in them, please contact your HR training co-ordinator.



WORK SMARTER, NOT HARDER

The Group has launched a new set of communication and collaboration tools including Polycom video conferencing, Skype and Yammer to create a more flexible environment for you to work within.

The idea is to use these tools and re-assess, for example, whether you need to travel to meetings, or whether you can participate online or using one of the other new tools we have.

The idea is that you spend less time on

the road, and more at home; giving you more time to be productive at work; and helping us drive down our carbon emissions and fuel costs, as a business, which is better for the environment too.

You can learn more by downloading the *Smart Working* booklet through: Galileo > Group Services > IT > IT Training > Smart Working.



MONTHLY STAFF AWARDS INTRODUCED IN LINDEN

Following your feedback, the Linden Homes Staff Awards have been refreshed, this time with monthly prizes being presented to staff in recognition of their contribution and achievements.

The awards work through a nomination process where you can put forward a colleague for the title of ‘Employee of the Month’. To encourage participation, the application process has been simplified so that all that is required is outlining how the nominated individual has achieved a high

level of performance, as well as how they have identified and delivered improvements to the business.

Entries are reviewed at a Business Unit level, and one winner will be selected a month and awarded £100 and a certificate.

Tom Nicholson, Chairman of Linden Homes East, said: “Andrew Hammond and I are delighted to reinstate the Linden Homes Staff Awards. They’re a great way to recognise the important contribution our people make in their roles on a daily basis.”



GEARING UP FOR NEW REGULATIONS ON PERSONAL DATA

From May 2018, companies such as ours will be required to demonstrate compliance to the new General Data Protection Regulations (GDPR).

Under the new rules, any data that allows an individual to be identified will be subject to stricter controls irrespective of the format (for example electronic or paper).

To help us comply, the Group has appointed a new Head of Information Security & Compliance, Rob Kinson.

“Ongoing compliance with GDPR will require a change in mindset in how we use personal data on a day-to-day basis: information security is not simply an IT responsibility, it involves everybody. The new regulation is really driving the point home that every single person needs to step up their game and be more conscious about how they handle people’s personal data.

“Over the next few months, I will be working with the business to identify all of the personal data we collect, store and process, and then put in place the controls that will allow us to manage that data according to the new criteria,” said Rob.

“Every single person needs to step up their game and be more conscious about how they handle people’s personal data. The repercussions of getting it wrong are substantial, with the potential to be fined up to four per cent of our Group revenue.”

Rob Kinson, Head of Information Security & Compliance



THE RESULTS ARE IN...

Thank you to everyone who took part in the survey, we had a fantastic response rate of 73 per cent, giving us a valuable insight into what you believe we’re doing well and what we need to improve our performance as an employer

For the first time as an organisation, we partnered with Best Companies to undertake our Employee Survey. It is the largest survey provider of its kind in the UK, and its accreditations are widely recognised as the standard in workplace engagement.

We chose to work with Best Companies so that we could get a really good insight into what you think about working at Galliford Try and how we can make it a better place to work using eight key factors of engagement: My Company; Leadership; Personal Growth; My Manager; Giving Something Back; My Team; Wellbeing and Fair Deal.

As a whole, we were accredited as ‘One to Watch’, a special status for organisations in which workplace engagement shows promising signs for the future.

Over the next few weeks, our businesses will be working to distil the results of the survey into key areas which will then be shared with you and will form the basis of the associated action plans. For the high-level results, visit Galileo and search for ‘Employee Survey results’.



PRIDE IN THEIR JOBS

Every year more than 16,000 site managers compete for one of just 450 NHBC Pride in the Job Quality Awards. This year, five of our site managers were recognised for their achievements, while one team was commended for an NHBC Health & Safety Award

NHBC's Pride in the Job is the most highly-regarded competition in the housebuilding industry, celebrating the exceptional contribution site managers make in creating homes of outstanding quality. As well as undergoing spot checks on the day-to-day running of the sites, each site manager is assessed across 37 areas of site management, including their technical knowledge, consistency in the build process and the quality controls they have in place. A win is a true mark of excellence, as demonstrated by our site managers on the right, who will now go on to compete for a Seal of Excellence and Regional Award in the category, with the Supreme Award winners announced at a gala ceremony in January 2018.

Additionally, this year, the team at Stoke Gifford Retirement Village received our first prize in the NHBC Health & Safety Awards, which aim to recognise and reward the very best in health and safety, and help to drive up safety standards in the industry by showcasing and sharing best practice.

We learn more from our winners.

Glen Hilton

Linden Homes
South West for
Sherford, Devon



Pride in the Job Quality Award winner

What does winning mean to you?

I am incredibly proud to have won a Quality Award. Winning means a great deal to me but it has really been a team effort to maintain such high standards, every single member of the team has helped contribute to this award.

What advice would you give to others?

The only advice I can give is that the NHBC awards can only be won with all team members working together through clear and efficient communication and ensuring the highest quality is achieved. Set the bar high from the start and try not to compromise from your goal; an efficient site is a happy site.

Vlad Gryniv

Linden Homes
South East for Corio,
London



Pride in the Job Quality Award winner

What does winning mean to you?

It's been really motivational, it gives you the enthusiasm to keep doing the job you're doing and striving for the highest standards. It's every site manager's dream and it's great to be able to prove to yourself that you really can do it and hopefully go on to achieve the next level.

What advice would you give to others?

If you want to achieve anything, surround yourself with right people, work hard and never give up.

William Love

Linden Homes
Chiltern for Shinfield
Meadows



Pride in the Job Quality
Award winner

What does winning mean to you?

Driving home the importance of quality on site is something I strive for, so to be recognised at this level is a huge achievement. I've been working in the housebuilding industry for 22 years and learnt from an early age the importance of a well-managed site and it has certainly paid off.

What advice would you give to others?

It's all about working together as a team. Communication is important - to be clear on what you are trying to achieve, the standard you are aiming for and then working collaboratively as a team to deliver that.

Jason Llewelyn

Drew Smith for
Victory Oak,
Hampshire



Pride in the Job Quality
Award winner

What does winning mean to you?

It is a real pleasure being recognised for the hard work and collective effort that the whole site team has put into the project and I couldn't be more pleased. We have had some real challenges to manage - strict planning constraints, close interaction with the existing hospital and extensive ecological works. This makes that recognition all the more rewarding.

What advice would you give to others?

It is essential to set high standards from the outset, and key to maintain those standards to the end. Focus on the quality of build and be thorough. Building relationships is also key and establishing a level of trust absolutely paramount.

Steve Bellamy

Partnerships
Northern for Saint
George, Northumberland



Pride in the Job Quality
Award winner

What does winning mean to you?

I'm delighted to have my work recognised in this way and would like to thank my team for their dedication. We are constructing 28 different and unique house types on this development and have a number of other bespoke variations and layouts to deal with. I see this commendation as further evidence of the exceptional standards that we are achieving here.

What advice would you give to others?

Communication is key for a successful project, and the one thing that I would focus on. Being able to speak frankly and openly with each other allows us to maintain attention to detail and a quality of workmanship that brings its own rewards.

Tony Greenhill

Partnerships
Central for Stoke Gifford
Retirement Village



Commended for an
H&S Award

What does winning mean to you?

To me, it is the recognition of my team's effort. We all turn up for work every day and commit to a high standard of safety, which we have all done at Stoke Gifford Retirement Village. It's great to get recognition and feedback that we are moving in the right direction and I'd like to thank the team for their hard work.

What advice would you give to others?

Stick to your principles, communicate well and make sure everyone and all subcontractors are on board with you. Gain and incorporate your wider team's ideas as it gives everyone more ownership of what they're doing. In turn, this helps us raise the bar in terms of quality.



TIME OUT WITH CHARLOTTE GREENWAY

Charlotte, Strategic Land & Planning Manager for Linden Homes Thames Valley, has shot to fame as a champion stone skimmer

Q How did you become involved in the sport?

A I was visiting my parents in Shropshire for a weekend and spotted that the British Stone Skimming Championships were taking place only about 10 minutes away, so decided to give them a go. Anyone can enter. Each competitor has four throws and the best counts. I was up against around 50 other women.

Q How did you get on?

A I won with a throw of 45 metres. After that, I was invited to compete at the All England Championships on Lake Windermere in the Lake District where I finished second with a throw of 40 metres. I was winning for most of the day until a lady came along towards the end and achieved 50 metres with a great throw. It started off as a bit of a laugh but got very competitive so it was very annoying. My prize was a small trophy, a hand-painted pebble and, of course, the kudos from stone-skimming legends!

“THE COVERAGE SUPPORTED SPORT ENGLAND’S ‘THIS GIRL CAN’ CAMPAIGN”

Q What’s the interest been like media-wise?

A My story was covered in *The Guardian*, with a follow-up on *BBC News* and then a short interview by Claudia Winkleman on *Radio 2*. I liked the way the coverage supported Sport England’s ‘This girl can’ campaign which tries to encourage more women to try male-dominated sports.

Q What’s the secret behind your success?

A Just try to relax and get the stone low and flat to the water.

A ROLLS-ROYCE RECYCLING JOB

A bright recycling idea by the Galliford Try Highways team on a scheme in Nottinghamshire saved the client nearly £500,000 and reduced impact on the environment.

The £5.5 million project for Muse Developments involved the removal of disused runways and the creation of roads, roundabouts, associated drainage and other civils for industrial and housing developments on the former Rolls Royce site at Hucknall.

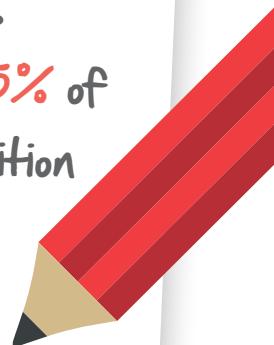
The team had already planned to reuse 6,000 tonnes of contaminated tar-bound planings salvaged from the old runway. However, the depth of the runway turned out to be twice as thick as anticipated, resulting in the availability of 10,000 tonnes of planings. The team devised an innovative design for the various courses of the road which enabled the extra planings to be incorporated.

Jamie Missenden, Project Manager, said: “Our solution removed the need for about 560 wagons taking material off site and about the same amount of wagons coming into site to bring in imported material. The disposal costs of the tar-bound material alone would have amounted to £460,000.”

The scheme has won a Green Apple award as well as a Considerate Constructors’ ‘Gold’ award.

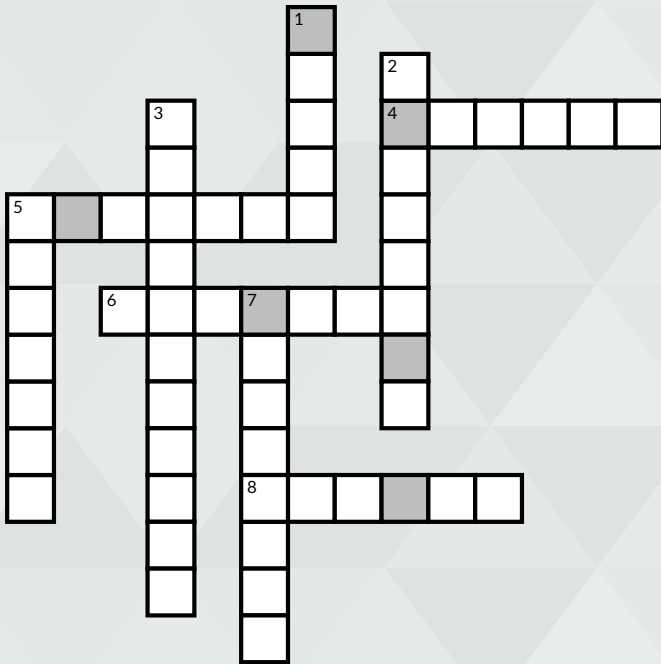


Did you know that this year, we diverted **88.5%** of construction and demolition waste from landfill?



WIN £50 OF AMAZON VOUCHERS

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



CONGRATULATIONS TO...

Mary Harrison, Project Co-ordinator for Galliford Try Communications

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

Mary was selected at random from all the entrants who responded correctly to win £50 of Amazon vouchers.

“What a lovely surprise on a grey Monday morning to receive your mail, it certainly made my day! Thank you so much! I am not sure at the moment what I will spend the vouchers on, but, as we will soon be starting the build up to the festive season, I am sure they will be put to good use!”

Mary Harrison,
Project Co-ordinator



Across

4. This sustainability scheme aims to improve sustainable behaviours in our workplace (6).
5. What sector is Keith Yarham driving our plans in (7)?
6. Partnerships & Regeneration sponsored this Summit (7).
8. What does Matthew Pool's business have a stellar record in (6)?

Down

1. William Love has this in his job (5).
2. Which learning campus won a sustainability award this year (7)?
3. Which crossing did Her Majesty The Queen open recently (11)?
5. What is the surname of the new Managing Director in Linden Homes South West (7)?
6. The redevelopment of which former hospital won 'Best Design' at the National Housing Awards (8)?

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



'PLANE' VICTORY



Infrastructure Managing Director Nick Salt (third left) with members of the Aviation team, Craig Lennon (holding the trophy), Colin Abbott (third from right) and Nick Fox (second from right), collecting the prize on behalf of Galliford Try. Pictured on the front cover, our work at Stansted Airport, also part of MAG (Manchester Airport Group's Capital Delivery Framework)

Flying high at the *Construction News Awards*, our Aviation business claimed the coveted 'Project of the Year' prize for the refurbishment of the runway at East Midlands Airport.

"A GROUND-BREAKING PROJECT THAT HAS THE POTENTIAL TO CHANGE THE INDUSTRY"

The awards are the industry's biggest and most prestigious, and showcase the best ideas, performance and achievements from construction over the past year. Our scheme, which was victorious in the £10m-£20m project category, involved relaying the entire 3km runway, replacing airfield ground lights and other upgrade work.

Following in-depth talks with airlines and cargo operators, we agreed to carry out the work during seven consecutive 48-hour closures instead of a typical programme of overnight closures

lasting several months. The aim was to minimise disruption to cargo clients and passengers.

This intensive approach was a first in the UK and, following its success, could pave the path for projects of its kind in future.

At a glittering awards ceremony at the Grosvenor House Hotel in London, *Construction News* judges praised the work as "a ground-breaking project that has the potential to change the industry". They commented on how it was run with "military precision", and despite heavy-duty movements through a single-gated access point, there were no accidents or RIDDORs, describing this as a "phenomenal" achievement.

Adding to its success, the project also won 'Large Project Award' at ICE's East and West Midlands Merit Awards.

Meanwhile, Galliford Try, in joint venture with Costain and Atkins, enjoyed success as finalists in the 'Project of the Year (over £50m)' category for the redevelopment of Liverpool Wastewater Treatment Works.