

Interview with Bill Hocking

Our Chief Executive talks about our successful transition to a standalone group P:11

Getting technical

Sean Blackmore outlines the value of bringing together our Technical Services P:18

Meet Kike Sanyaolu

We learn about Rising Star Kike, her passion for construction and BAME work P:28

EVOLVE

Editorial panel



Babita PawarEditor of *Evolve* and Head of Group Communications



Jesus GuedezGraphic Designer and creative lead on *Evolve*



Ben Kunicki PR Manager



Gavin CrumlinDigital Communications Manager



Evolve's commitment

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

News

04 Company and project news

Major contract wins, awards and project milestones

11 Q&A with Bill Hocking

Chief Executive Bill Hocking talks to us about where the company is headed

15 Questions with Chris Kennedy

Facilities Manager Chris Kennedy tells us about working through the pandemic in a live hospital environment



Inside our business

16 At a glance

We take a look at some of our key projects up and down the country

18 Getting technical

Sean Blackmore outline his plans for Technical Services

20 Business news

Memberships, accreditations and more



People

24 Winter wellbeing

Tips on how to look after yourself in the winter months

26 Giving back

A look at your community and charity efforts

28 Meet Kike Sanyaolu

How Kike's passion for construction and BAME work led to her being shortlisted as a RIBA Rising Star

31 Competition

A chance to win £100 of vouchers



Message from the

Chief Executive

What a year it has been for all of us. We have successfully transitioned to a standalone company against the backdrop of a global pandemic and the challenges that have come with it, firmly proving our mettle in the process

Against all odds, we have come out stronger and closer, and our efforts have resulted in us being able to look forward to a return to profitability in 2021.

As you will read in this 'highlights' edition of *Evolve*, this is down to your efforts, and the Board and I are proud to lead such a fantastic team of people who believe in our vision and purpose, and are the reason we are making good progress.

We've secured numerous places on new frameworks and won significant contracts (page six), all in the sectors we want to be in. We've earned some great recognition and accolades along the way, and have some fantastic projects on the ground around the country (page 16).

We've secured numerous places on new frameworks and won significant contracts, all in the sectors we want to be in"

We know there are further opportunities for us yet, as outlined in the question and answer session on page 13, and this will continue to drive us forward.

As an example, Sean Blackmore, our new Technical Director, explains how we are bringing together our technical support teams to work towards shared goals, with quality at the front and centre (page 18). I know we



have an innovative spirit, as shown in our response to Covid-19 and the passionate displays of 'giving back' you have shown despite the restrictions we have been under (page 26).

Your passion, enthusiasm and resilience are an inspiration"

Celebrating these stories and successes is important, and I encourage you to read about Kike Sanyaolu, whose active role in supporting individuals from Black and Asian backgrounds has earned her fantastic recognition from RIBA (page 28), and from who we could all learn something about the benefits of inclusive environments.

Thank you for your hard work this year. Your passion, enthusiasm and resilience are an inspiration and will see us stronger and better in 2021. Take care and see you in the New Year.

Bill Hocking



John Ford, Galliford Try's BIM (Business Information Modelling) and Digital Delivery Lead, has been part of an industry-wide team working to define the forthcoming British and international BIM (Building Information Modelling) standards and guiding resources for the industry to use when looking to modernise its approach to information production and management.

John has authored parts B, C and F of the new UKBIMFramework guidances, ranging from open data to delivery planning

The work represents a collaboration between the British Standards Institution, the Cambridge Centre for a Digital Britain and the UK BIM Alliance. Through it, John has been working with a network of industry peers to help develop best practice in this fast-evolving area. So far, he has authored parts B, C and F of the new

UKBIMFramework guidances, which relate to open data, building SMART and COBie, facilitating the common data environment, and information delivery planning.

He said: "It has been extremely rewarding to be at the heart of a project like this, which will be of benefit to so many businesses within our industry. We are only scratching the surface for the potential of BIM and, at Galliford Try, we are committed to being at the cutting edge of practice in the coming years."

Earlier this year, Galliford Try was named 'BIM Constructor of the Year' at the BIM Awards. The coveted title sought to identify the business that could best demonstrate how its approach to BIM had benefited project delivery.

Learn more

Email John to subscribe to his BIM newsletter and keep up-to-date with BIM news or visit the BIM section on Galileo.

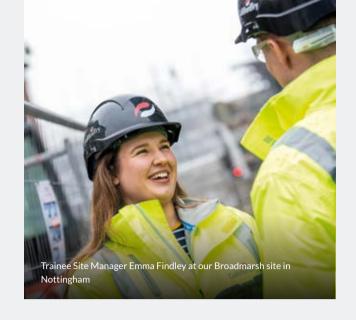


In the top three for early careers

Galliford Try has been named a top three construction/civil engineering company for graduates and apprentices to work for

Described as 'TripAdvisor for jobs', TheJobCrowd has recognised Galliford Try as a top three employer in construction and civil engineering, as well as ranking us 18th out of 100 across all graduate employers UK-wide and 27th out of 100 across all apprentice employers nationwide.

The Job Crowd is the UK's only graduate and apprentice employer ranking system based on employee feedback, with listings based on employee reviews on areas including culture, training, progression opportunities, work-life balance,



environmental awareness and benefits.

Vikki Skene, HR Director and Executive Board member for Galliford Try, said: "We are delighted that we have been recognised by our early careers cohort as a destination employer, not only within the industry but across the UK.

"Graduates, apprentices and trainees are key to the future of our business, so it is very gratifying that our early careers programmes are excelling in the views of those they are designed for."



Highly ranked for sustainability

Galliford Try has been ranked in the top third of the FTSE4Good Index

Scoring 3.3 out of 5, we have, once again, been recognised as a leading member of the FTSE4Good Index, which benchmarks the performance of more than 7,200 companies across 300 Environmental, Social and Governance (ESG) practices.

Suzie Ellis, Head of Sustainability, said: "We are delighted with the renewal of our position in the index, and thrilled to have scored well above the construction sector average of 1.5. We're committed to doing the right thing across our business and it's rewarding to have our efforts recognised. It's particularly encouraging to know that we achieved the top rating for governance and scored very highly for environmental matters, standards, supply chain and community work."

Framework news

Constructing West Midlands framework

Building has been appointed to the new £2.1bn Constructing West Midlands Framework, a collaboration managed by Acivico Ltd on behalf of Birmingham, Solihull and Sandwell Councils. The framework is open to all public sector bodies within the region to use, as well as including the pipeline of projects from the three founding councils.

Eastern Highways Framework and Yorkshire Highways Alliance

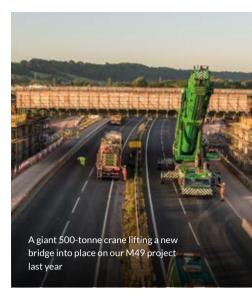
Highways has won places on two key frameworks in Yorkshire and the East of England, both spanning four years. The £400m Eastern Highways Framework covers 10 councils and includes new roads, major roundabouts, cycle paths and other infrastructure up to a value of £30m. The team has also been appointed to five lots of the £300m Yorkshire Highways Alliance Carriageway Planing and Surfacing Contractor Framework in the £500,000 to £2m project bands.

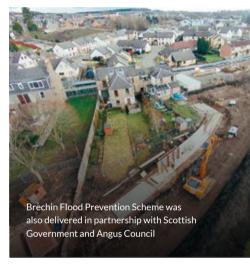
Thames Water frameworks

The Environment business has won places on two new lots for the Thames Water AMP7 framework, and is anticipating its place on these lots to be jointly worth up to £60m per annum to the business, for a four-year period, running potentially to nine years. The business has also been appointed to two lots of Thames Water's Framework Agreements, with the total value of the award to Galliford Try estimated to be about £25m over the initial five-year term which has the option for extension into AMP8.

YORbuild and YORcivil

Building has confirmed its place on Lots 1 and 2 of the £1.5bn YORbuild Major Works Contractors Framework Agreement in the north of England, which runs for four years and principally comprises general building works. It has also been appointed on the £2bn YORcivil framework for highways, bridges and public realm works, as well as flood alleviation schemes, integrated transport hubs and associated works.









N'ICE work from Highways

Highways has had four projects recognised by the Institution of Civil Engineers (ICE) at their West Midlands and South West Awards, respectively.

Rugby Radio Link Road won the award for Sustainability, with judges highlighting its commitment to energy saving and use of green technologies.

Meanwhile, the A444 Coton Arches project was named 'Medium Project of the Year' for its involvement with local supply chain and health and safety approach, as well as being highly commended

in the 'Communications' category for its community engagement on the scheme.

The M49 project was a winner of the 'Collaboration' prize at the South West Awards.

Duncan Elliott, Managing Director of Highways, said: "These awards are a fantastic boost for our business and a deserved recognition of the efforts our teams on site make in not only delivering quality projects but also ensuring we maximise social value throughout the process. Congratulations to all those involved."



Arbroath flood scheme secured

Angus Council has awarded the contract for the Arbroath Flood Protection Scheme to Morrison Construction.

Funded by Scottish Government and Angus Council, the scheme has been designed to reduce the risk of flooding from the Brothock Water, which runs through the coastal town, and to provide a one in 200-year standard of protection. It is a national priority project

under the Flood Risk Management Strategy and has been developed in partnership with the Scottish Environment Protection Agency (SEPA).

The scheme is focused on holding back flows in the catchment above Arbroath to reduce flows in Brothock Water thus protecting parts of the town that have suffered from flooding in the past and remain at risk from flooding.



Queensferry High School handed over

Morrison Construction handed over the keys for the new Queensferry High School to The City of Edinburgh Council in time for pupils to start the 2020/21 school term in their new learning space.

Delivered by Hub South East, with Morrison Construction as the main contractor, the new £40m Queensferry High School incorporates a sports hall and six-lane swimming pool, as well as a number of facilities which will be accessible to the public.

The new school has been built on the previous

school's playing fields and work has now begun on demolishing the old school, with the area landscaped and a new pitch created on the site.

Eddie Robertson, Managing Director of Morrison Construction Building Central, commented: "I'm delighted that we have finally been able to handover this fantastic new facility after the limbo period of the lockdown. As a business, we have an excellent track record in delivering education buildings and the new Queensferry High School only adds to that reputation."



Considerate work

The fantastic work of all our projects registered with the Considerate Constructors Scheme has resulted in our business achieving an overall average score of 41.14, which exceeds the industry average of 37.1 and improves on our own score of 40.5 from last year

The Considerate Constructors Scheme (CCS) promotes best practice, with projects assessed across areas including safety, environment, site appearance and community work. Well done to all our teams, particularly those on the M1 Smart Motorways scheme, which achieved the Group's highest score, receiving 48 points for the second year running. Congratulations also go to the team from 50-60 Station Road, Cambridge which was 'Most Considerate Site Runner Up' and won Gold at the National CCS Site Awards.

Congratulations are also in order for our CCS National Site Awards winners at:

- Middlesbrough Street Lighting
- Rugby Radio Link Road
- A52 Wyvern Transport Improvements
- Export Building (Capstan House)
- Lower Mountjoy Teaching & Learning Centre
- Triangle Site, RAF Uxbridge
- Bishop Chavasse Primary School
- Harrington Place (St Dunstan's)

 Riverside Quarter 6B
- ★ Allen Edwards Primary School
- ★ Portswood WTW
- Queen Mary's Hospital Phase 2
- ↑ 100 Avebury Boulevard

 Redcliff Quarter Phase A&B
- NAS Vanguard
- ★ Dartford Primary Academy
- ★ Belvedere Warehouse
- ★ Wimborne First School



Great progress at facility for Marines

Work on the new accommodation block at Royal Marines Commando Training Centre (RMCTC) Lympstone, the Royal Marines' principal training centre, is progressing well.

September marked the topping out ceremony for the Defence Infrastructure Organisation (DIO) facility, and, to mark the event, representatives from our project team and the DIO were joined on site by the Commandant of the Commando Training Centre, Colonel Simon Chapman (see front cover).

Mark Wusthoff, Area Director for Building South West, said: "Since then, works have progressed with the building now water-tight. Our robust steel frame/weather board approach to construction allows the brick cladding to progress while internal finishes continue. Of significance to the project's progress to date is the collaborative approach adopted by the team and stakeholders at CTCRM, and, at this challenging time, our tight and strict controls and flexibility."



Simon Jones, DIO Project Manager, added: "This purpose-built facility will provide modern and essential accommodation to personnel as they recover from injury and undergo rehabilitation on site. We are delighted with the progress on the facility to date, especially in these challenging times, and we look forward to celebrating its completion."



Work underway at Salford Royal unit

Building North West has begun work on a new £7m Intermediate Care Unit for Salford Royal, on behalf of Salford City Council.

The Bevan Intermediate Care Unit is there to provide short-term accommodation for patients under recovery following a fall, acute illness or operation. Around 60 patient beds are to be provided in a new two-storey building, which also includes a therapy garden to promote wellbeing.

Darren Parker, Managing Director for Building North West, commented: "We are delighted to start works on this fantastic new project for Salford Royal and the council. This new unit will make a real difference to convalescing patients and we are proud to be part of delivering a high-quality facility for them."



£60m school project on the books and named on £250m university framework

Morrison Construction Building Central has reached financial close on a contract to build a primary and two new secondary schools in Winchburgh, West Lothian. The £60.5m project is being delivered for West Lothian Council by its development partner Hub South East, with Morrison Construction appointed as the main contractor – the same team that successfully delivered the awardwinning West Calder High School.

The business has also been announced as a primary contractor on the $\pm 250 m$ University of Strathclyde major building works framework.

A contract to toast

Building Highland has commenced works on a new whisky distillery for family-owned premium spirits business Gordon & MacPhail in the Cairngorms National Park. The new facility, which had been delayed by the Covid-19 pandemic, will be built on the banks of River Spey at Craggan, near Grantown-on-Spey. The new distillery will include tasting rooms, a visitor centre with retail space and a coffee shop.

Read more on Galileo

Keep up-to-date with news from around the Group by logging on to Galileo daily.



M56 team goes solo

Our Highways business has begun work on an £85m contract to upgrade the M56 near Manchester Airport on behalf of Highways England.

The work will see the stretch between junctions 6-8 of the motorway upgraded, with the current hard shoulder becoming a permanent traffic lane. Construction is expected to complete by March 2022.

The Highways team has previously been responsible for motorway upgrades on two stretches of the M1 in joint venture, so the M56 contract represents the first project of this type that Galliford Try has undertaken alone.

£135m of Building works won in London

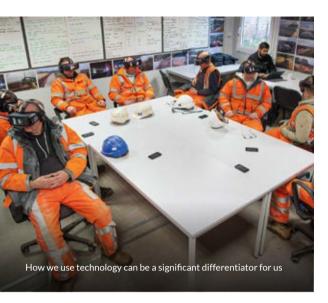
Building London & South East Commercial has secured contracts worth a total of £135m.

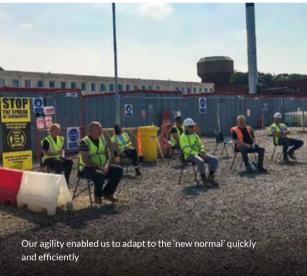
The first scheme is for two mixed-use residential buildings worth £85m for the premier global development company Argent Related and mark the start of work on site on Argent Related's seven-building regeneration scheme at the heart of Tottenham Hale. They will provide 281 apartments for private sale and shared ownership, plus commercial space.

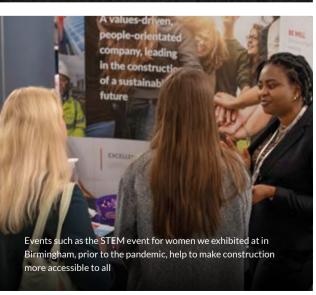
The second contract is with Arax Properties and is worth in excess of $\pm 50 \text{m}$ to the business. It comprises a substantial refurbishment of 280 Bishopsgate, which is situated close to the City of London.











Q

In light of the challenges of 2020, what have we achieved this year compared to what we had set out to do at the start of the year?

It's an understatement to say we've been through a difficult time as a business, and society, so I am happy with our progress given the events of the last year.

Our business is at an inflection point now in that the transaction with Bovis is behind us, we are well-capitalised with no debt or pension liabilities, and those painful projects from the past are well and truly behind us. We're expecting to return to profitability in the first half of 2021, which will demonstrate that we are on the right track. Our order book is of a high quality and has all the right attributes to support our strategic goals.

We have had to make tough decisions for the longer term future of our business along the way, but we are well-positioned for the future.

These past months have been a huge test of our mettle and we have collectively dealt with the challenges faced in an exemplary manner. We prioritised the health, safety and wellbeing of our teams, we responded quickly and decisively to challenges as they have arisen, we constantly adapted to changing circumstances, we guided and supported our supply chain through these times and we continued to safely deliver for our clients.

Underpinning this performance is the collegiate approach, camaraderie and resilience we've fostered over these months.

Against the odds, we've achieved a great deal in a relatively short amount of time and that's a true testament to all our staff.

"Against the odds, we've achieved a great deal in a relatively short amount of time"



When you put it like that, it certainly is impressive. So, where do we go from here?



Steady as we go! Our focus is bottom-line quality of earnings not top-line growth. As I said before, our order book is great, we're in markets that are supported by Government and which our experience is geared towards, so there is no need for us to go chasing work. It's imperative that we continue our robust commercial management and we walk away from unreasonable or unfavourable terms and conditions.



We will continue our proven strategy of Retain, Improve and Deliver, with a real focus on quality, to ensure we keep and enhance what's good about our business, we get better in those areas that matter most and we deliver for our clients and stakeholders.

"There is no need for us to go chasing work"

In your recent roadshow, you talked about some key themes
- health, safety and wellbeing, inclusion, supply chain and
technology. What are our plans for each of these areas?

Health, safety and wellbeing: the welfare of our people remains absolutely paramount. Challenging Beliefs, Affecting Behaviour will remain the backbone of our approach, albeit with a refresh of the visuals. The heart of our messaging will stay the same, but we have tweaked reporting to place more emphasis on what we do proactively to lead to a better overall performance. Traditionally, we have used both 'leading' and 'lagging' indicators to measure our performance. A lagging indicator, such as Accident Frequency Rate (AFR), is reactive in its nature and looks backwards to measure our performance. While reactive measures remain important and will continue to be recorded, future reporting and targeted improvement will span six areas: Leadership, Communication, Competence, Culture, Contractors and Planning – forming Lead Indicators.

We will no longer set an annual target for AFR, which is effectively setting a measure for harm and has sat uncomfortably with me. Our target is 'no harm', reaffirming our belief as a business that all accidents are preventable, and by taking positive, proactive action, we can create an environment in which no harm occurs.

We're also planning to beef up our 'Be Well' programme, with more initiatives like Wellbeing Wednesdays, which provide extra help until we can emerge from the current restrictions.

Inclusion: construction is all about people, which is why the skills, expertise and culture we nurture as an organisation are so important. I believe that if we create a culture and working environment where everyone feels valued and included as an individual, and is motivated to give their best, we will succeed in our ambitions. That's why we put such a focus on being a people-orientated, progressive and values-driven business. Prioritising inclusivity is a big part of that as it facilitates the diversity of thought, innovative approaches and experiences that create stronger, better balanced teams.

We recognise we need to do better and it is a journey towards understanding barriers to entry in particular to BAME (Black, Asian and minority ethnic) individuals and how we can address those barriers.

We know that, for some underrepresented groups within our workforce, agile working is a major plus and the pandemic has allowed us to demonstrate its successful application which we hope will have a lasting effect. It's high on our agenda, and we plan to announce a new strategy in 2021.

Supply chain: a large portion of our business is delivered through our supply chain, so building successful long-term relationships and supporting key supply chain members through challenges is vital. This is why we have continued to engage with suppliers across all regions throughout the pandemic, assisting them where we can, paying them promptly and talking to smaller companies about how we can support them, for example using our Advantage through Alignment programme, and by sharing knowledge with them. That will continue.

"If we create an environment where everyone feels valued and included, we will succeed in our ambitions"

Digital and technical: lots of good work has been done, through the pandemic and beforehand, with our approach to BIM, Field View and so forth, and we have been working closely with our suppliers to find new ways to work. The important thing now is to be disciplined about how we move forward, distilling good ideas into lean processes that everyone can follow. The appointment of Sean Blackmore as Technical Services Director is key to bringing the strands of our digital approach together (page 18).

C

What are we doing in terms of sustainability?

A

Sustainability is a broad area and, to us, being sustainable means balancing our financial performance with the needs of our stakeholders. At the moment, we assess and address our sustainability impacts across six fundamental areas: health and safety, environment and climate change, our people, communities, clients and supply chain. It is a core part of our existing strategy and we are already doing well, as demonstrated by our position in the top third of the FTSE4Good Index (page five). What we do need to get better at is prioritising the right areas and capturing all the good work we do. A progressive approach to sustainability makes us more efficient, helps us to win work, engages our teams and benefits the communities and the environment, as well as being the right thing to do.

What's worth reiterating is that many sustainable practices are already embedded in our business.

Supporting our supply chain, working with communities and developing our people all positively impact society and makes our business sustainable.



How concerned are you about Brexit and how well prepared do you think we are for it?



For some time now, we have been preparing for Brexit and have contractual clauses with our clients to protect us from any issues caused by supply chain delays or tariffs owing to Brexit, as well as talking to our supply chain about maintaining businesses continuity. We are as prepared as we can be but remain hopeful that some sort of deal will be agreed and that will lead to disruption being minimised.



So, where do we go from here?



Your passion, dedication and resilience have been admirable over the past year, and I am proud to lead a group of people who are aligned to our objective. If we all focus on our roles, and being the best we can be in those roles, we will achieve our goals.



What kind of work have you been doing at the hospital since starting work on the contract?

We've been delivering hard FM such as the maintenance of fire and security systems, electrical and mechanical, plumbing, heating and building fabric. We have a dedicated engineering team of five, supported by an administrator, and we cover every weekday from 7am to 8pm, with similar hours on the weekend. We have an oncall reactive service for anything outside that. This has continued throughout the pandemic and also includes public holidays including Christmas Day.

How have you been able to maintain services during the pandemic?

A It was very much a step into an unknown and we were genuinely concerned about what we would do and how we would manage it. We worked

with the team, making adjustments to keep everyone safe and make them comfortable. We introduced new risk assessments, spread everyone out, adjusted our office, and we provided as much flexibility as we could to take account of people's situations at home. The team has been great about it all and I'm proud of how they've responded. They've kept going and got on with delivering a great service despite the extremely difficult circumstances, giving it their all from the very start when many people around them were at home. That takes some drive.

You've ensured the smooth running of services despite the challenges. What would you attribute your success to?

We have a very good relationship with the client and all stakeholders, so we were already in a good place when it came to Covid-19. Since then, we've

worked even more closely. The NHS staff have been really brilliant. Every morning, I speak with the Day Service Manager and share that information with the team. They let us know where patients are so we're not more exposed to others than we have to be.

We've really felt like part of the NHS team...the camaraderie and spirit have really helped our team

They've shared their training with us, included us in their daily briefings and even offered us their discounts so we've really felt like part of the NHS team. This camaraderie and spirit have really helped our team in what, otherwise, would have been a really difficult time. We're here for 25 years so having a strong relationship is key, and if we can get through this, we can take on anything.

At a glance

We focus on sectors where we have core and proven strengths, delivering schemes of national distinction, using a local approach. *Evolve* explores a selection of projects

RAF Lossiemouth

Client: Defence Infrastructure Organisation

We are refurbishing an existing hangar and building new technical and storage facilities to accommodate RAF Lossiemouth's newest Typhoon squadron, Number IX. The project is the counterpart to an additional refurbishment scheme at RAF Coningsby, by Building East Midlands.



North East Priority Schools

Client: Education Skills and Funding Agency

Galliford Try Investments delivered a package of 12 schools across the North East under an ambitious PF2 project across seven local authorities. The full building programme was valued at £100m, with our FM business providing ongoing life-cycle services in a further £50m 25-year contract.



Aberdeenshire Early Years

Client: Aberdeenshire Council

Substantial progress has been made delivering a refurbishment programme across 72 nurseries in Aberdeenshire. The £25m scheme also includes four new-build facilities. Approximately two-thirds of the Aberdeen office has been involved with the programme over 18 months, which has exclusively utilised local SMEs in the supply chain.



Monk Bridge

Client: Highline Investments

The £105m Monk Bridge scheme is one of the most significant build-to-rent developments ever seen in Leeds. The 665-home development will deliver five new blocks, from 12 to 22 storeys in height, and feature one to three-bed apartments. All accommodation will be available as a private rental scheme.



Women's National Facility

Client: Scottish Prison Service

This £54m project in Stirling involves the redevelopment of Scotland's only female prison. Works comprise demolition and new build including new residential blocks, an assessment centre, vocational and educational facilities, medical centre, visitor area, admin building, a multi-faith area, car park and security fencing.



Alder Hey

Client: Alder Hey Children's NHS Foundation Trust

Under the Procure Partnerships Framework, we are constructing the Alder Hey

Community Cluster and Dewi Jones buildings which include new mental health and neurodevelopmental out-patient facilities, as well as a specialist in-patient mental health unit.





Guildford Crescent

Client: Investments

The Investments team has secured the rights to acquire this site in Cardiff and developed proposals for a Build to Rent scheme. It will comprise 262 apartments in a tower of up to 29 storeys, consisting of three interlinked blocks. Building West Midlands & South West has collaborated on the scheme and will deliver it under a design and build contract.



M56

Client: Highways England

Construction work has commenced on an £85m contract to upgrade the M56 near Manchester Airport. Under the project, the stretch between junctions 6 to 8 of the motorway will be upgraded by the Highways business, with the current hard shoulder becoming a permanent traffic lane.



2 Ashley Road

Client: Argent Related

Building London & South East Commercial, Rock & Alluvium and Oak Dry Lining are collaborating on this scheme for 70 private sale and 28 shared ownership properties across two adjoining buildings of 14 and five storeys, with ground floor retail units, communal areas and landscaping. The buildings are expected to achieve a BREEAM rating of "Very Good".



Broadmarsh mixed-use development

Client: Nottingham City Council

A £44m contract for the design and build of a new mixed-use development, which will help to transform and regenerate the Broadmarsh area of Nottingham city centre. The development will modernise parking facilities and the bus station, and will create a modern and high quality central library and retail units.



AMP7 Framework

Client: Southern Water

We have been reappointed as delivery partner for two of Southern Water's design and build frameworks. Running until 2025, they are anticipated to be worth circa £240m to us. The frameworks are carried out in joint venture and cover capital investment schemes such as water and wastewater treatment works, upgrades and network schemes.



Wolverhampton Station

Client: Network Rail

The £20m project has moved on to phase two, following the successful completion of phase one. A new entrance hall and ticketing area has been created along with new retail units and office space. Work is underway on the final demolition of the original station with ticket barriers, a waiting room and further office space being added.



Somerleyton Road

Client: London Borough of Lambeth

Somerleyton Road is a £30m mixed-use scheme. Anchored around the new Ovalhouse Theatre, the project will create two flexible performance spaces with seven studio rooms and ancillary facilities, as well as two floors of Category A office space. The adjoining locally listed Carlton Mansions residential buildings will also be refurbished.



Getting technical

One such move was the creation of a new Technical Services team, empowered to look at the processes and procedures of how we work and to provide better co-ordination of the support services that the operational teams rely on to deliver our projects.

Ian Jubb, Managing Director of Building, comments: "It was something that Bill [Hocking] and I had considered for a while, bringing a number of different strands together to make it more consistent. Following the sale of the housebuilding division and the success of the Covid-19 Task Force, we found

The man chosen to head up the new function is Sean Blackmore. He began his tenure with the business as Rail Director, but his success in bringing people and processes together while leading the Covid-19 Task Force that had been sharing best practice in response to the unique circumstances of the pandemic, was a natural fit.

the right time and the right people to put it into place."

"As a standalone group, it has become easier for us to focus all of our efforts in Support Services in a meaningful way that aligns to our strategy, whereas in the past we had some competing challenges between what different parts of the Group wanted," Sean says.

The Technical Services umbrella covers a number of different functions, from Temporary Works to Procurement, all of which have their own drivers and different pressures, but Sean believes they also have a commonality, both in their purpose - to make things easier for the business units, and in the way they need to respond to that challenge through joined

The past 12 months have seen significant change for the Galliford Try business, from the sale of housebuilding to the new working environment created by the Covid-19 pandemic. Many changes that have taken place have been reactive to the new circumstances we have all found ourselves in, but opportunities have also arisen to put into place long considered plans about how we organise ourselves

up communication and collaboration.

"The role has been to integrate these different strands in one place, get them talking to each other and the business units more, and making sure the business units understand that they are there to support their needs," he states. "Perhaps in the past some of these functions were not been seen as part of the business, and that also means that, sometimes, business units have gone off and done their own thing."

One of the key areas that Sean has been tasked with is to focus on production quality, reinforcing a right first-time approach that creates more consistency across the business, whether through existing initiatives, or by just making sure our production quality procedures are followed.

"We need to bring quality more front and centre," Sean says.

"We're looking to introduce a consistent cultural approach to quality like we have done very successfully with Health and Safety through the Challenging Beliefs programme.

"In the same way people wouldn't walk by a safety issue on site, we need them not to walk by a quality issue, but, instead, feel empowered to raise it and get it resolved."

"We need to bring quality more front and centre"

The creation of our digital construction strategy is fundamental in ensuring that we are approaching our projects consistently. This in turn affects the ways in which we work, particularly at a site level, and will increase the efficiency of our management.

The take-up and usage of digital project management tools such as Field View is increasing across the business and this is where Sean believes the truly transformative changes in construction are going to lie in our projects over the next few years.

Firstly though, his team are completing a review of our BMS for release in early 2021, updating workflows and template forms with increased accessibility through the software, increasing the ability to take elements of the BMS away from a desktop environment, out into a live site setting.

"This is going to improve the quality of the records we maintain," Sean says. "By fully adopting Field View and rolling

it out further, having more templates available, it becomes our vehicle for inspecting and recording what we are doing. We will be providing additional support and training to staff to maximise the benefits."

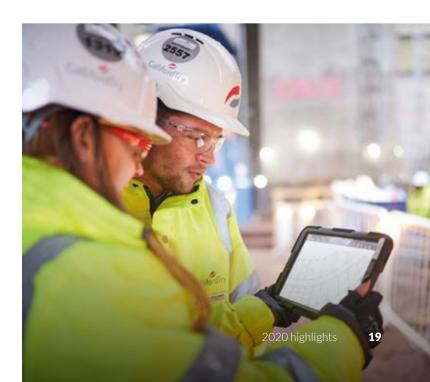
Looking ahead, the business is making improvements in its existing systems to maximise the benefits gained from them, and Sean believes we are on the verge of a much broader change both for Galliford Try and the wider construction industry.

"We are transitioning to more of a data-led strategy"

"We are continually working with IT," he says. "We are transitioning to more of a data-led strategy, making us a more informed business."

"There are always opportunities to integrate our systems so that we are much slicker in our operations," he insists. "The gaps between the various solutions will be removed so we're not having to transfer data from one place to another, it's the paper chase that has dogged construction for the last 40 years and we have the opportunity to change how we work."

"As a business, we've started that journey and made some good progress but in the next two years we will see a real step change in our operations and I think we should all be excited by that."









We are pleased to announce that we retain our accreditation to ISO 44001 Collaborative Working. This important accreditation demonstrates that we deliver on our values of Excellence, Passion, Integrity and Collaboration and consider collaboration vital to our business success. Additionally, as part of his new role as Technical Services Director, Sean Blackmore has been appointed as the Senior Executive Responsible (SER) for Collaborative Working across our business.



New H&S ISO accreditation achieved

Galliford Try has successfully achieved ISO 45001, the new ISO certification replacing OHSAS 18001 for Occupational Health and Safety.

ISO 45001 provides an international framework that takes into account the interaction between our organisation and its business environment, adopting a risk-based approach that ensures we undergo continual improvement in an everchanging context.



Signed up - Building Mental Health Charter

Galliford Try has further strengthened its commitment to wellbeing by pledging support to the Building Mental Health Charter industry initiative.

As a signatory, we are adding our backing to the campaign, which is designed to provide awareness and understanding of the impact of poor mental wellbeing and promote positive mental health. Its overarching objectives are to reduce stigma and discrimination, encourage conversation in the workplace and educate and enable champions to support keeping our people safe.

Steve appointed President of CICES

The Chartered Institution of Civil Engineering Surveyors (CICES), the leading professional body for specialists in geospatial engineering and commercial management in infrastructure, has appointed Morrison Construction Regional Director, Stephen Slessor as its new President.

Plans for Steve's presidential year include introducing an online knowledge hub and he is keen to keep academic pathways to civil engineering relevant and engaging.

He commented: "I firmly believe that the expertise and opinions of civil engineering surveyors are both influential and necessary in driving transformational change. We need to build back from the coronavirus pandemic with a focus on sustainability of people and resources, and for that we need committed and focused professionals, who have their voices heard at the highest levels of decision making."



CAVIAR research enters second phase

Galliford Try is at the forefront of a research project investigating the implications for Connected and Autonomous Vehicles (CAVs) on UK motorways

Working with Loughborough
University, Innovate UK and
Highways England, the first stage of
the project highlighted three main
areas of concern for the use of CAVs
on the motorway network – how they
deal with roadworks, merging and
diverging areas and lane markings.

Phase two of the project is exploring these three areas in more detail. An instrumented vehicle, acting as a proxy for a CAV, alongside additional roadside data sources will be used to gather data from the M1 between junctions 13 and 16. This data will be fed into an advanced simulation platform and used to

identify possible measures to avoid future incidents.

These interventions will subsequently be tested in real world conditions to make recommendations to asset owners, highway contractors, vehicle manufacturers and others.

The project, named CAVIAR (Connected and Autonomous Vehicles: Infrastructure Appraisal of Readiness), was a winner in Highways England's 2019 Innovation and Air Quality Competition and was awarded £1m from the Innovation and Modernisation Fund.

The project team is due to publish its findings in early 2021.



Miles ahead

Frequently recognised industry-wide, our Fleet team's efforts in driving down vehicle carbon emissions have led to being industry leading in our sector, and an all-time low for our emissions per kilometre



Our Fleet team's commitment to making our fleet as environmentally friendly as possible has led to our average carbon dioxide emissions across the company car fleet reducing from 133g/km in 2011 to 98g/km last year and 86g/km today. This is despite the introduction of a more sophisticated and tougher new testing regime, and also considerably lower than the 126g/km average for new cars registered nationally in 2019/20, across the UK, according to the Society of Motor Manufacturers & Traders.

Alan Baker, Head of Fleet at Galliford Try, said: "With business travel accounting for just under a third of our carbon emissions in a typical year, a low carbon fleet plays a key role in helping the Group achieve its sustainability targets. So, the changes we have made have made a significant contribution to reducing our energy use as a company and are a real success for us we are industry-leading for our sector.

"Going forward, we will continue to monitor the available low emission vehicles with the aim of reducing our environmental impact and lowering operating costs for the vehicle fleet, as well increasing choice for staff."

How we're driving down our fleet emissions



Using Whole Life Cost data to specify the most cost-effective vehicles and offer low carbon vehicles.



Publishing the Benefit in Kind tax payable against each car on the car choice list to highlight the benefits of low emission cars to drivers.



Plug-In Hybrid Electric Vehicles (PHEVs) are not eligible for a fuel card to incentivise drivers to charge the PHEVs and achieve the environmental benefits of these cars.

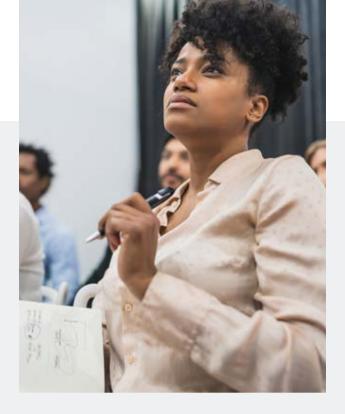


Requiring EV drivers to install charging points, for which Government grants are available, at home and providing charge points at four office locations around the country, as well as some sites.



Including 'eco' driving in our driver training.







Influence our decisions through our EEG

Liaise with the Employee Engagement Group (EEG) to have your say about key matters across our business

Galliford Try is pleased to have launched the EEG, the aim of which is to ensure that the employee voice at Board level is strengthened and your views are effectively communicated and reflected in the decisions we make.

The Forum meets regularly with members of our Executive Board and Terry Miller, Non-executive Director and Senior Independent Director of Galliford Try, to relay your views about the way we run our business and use this to shape our future direction.

The members of the EEG are listed on the HR pages of Galileo and you are encouraged to provide your feedback to them on topics including business results and performance, methods of working including the introduction of new technology, work-winning activity, the working environment and application of any new Galliford Try policies and processes.

Julie leads by example at PA Awards

Julie Budd, Highways Personal Assistant, has been recognised for her efforts in supporting others around the business at the West Midlands PA Awards

Julie has been instrumental in establishing an internal network for PAs, sharing best practice and offering support in their day-to-day roles. She was the winner of the 'Lead by Example' award at the annual event on 25 November.

The Galliford Try Personal Assistants Forum was also a finalist in the 'Internal PA Network of the Year' award. The Forum is continuously looking at ways to add value to their business units and are ambassadors for collaborative working and continuous professional development.

Julie commented: "I am delighted to have received this award which is recognition for all members of our Forum and the hard work we have put in to ensure it makes a practical difference."



As winter sets in, Evolve shares some tips to help you and your family 'Be Well'



Eat well. Try to eat at least five portions of fruit and vegetables every day to help you get the vitamins, minerals and antioxidants you need for a healthy immune system. Make nutritious meals that are fun to cook and eat, and get the family involved in making these.



Be kind to yourself. Treat yourself with the same compassion you would show to your loved ones. Don't beat yourself up if things don't go according to plan. Be aware of how you are feeling and if you are under the weather, slow down and give yourself the time you need to recover.



Make sleep a priority. Getting a regular good night's sleep is important for wellbeing. If you are finding it hard to get to sleep, try getting into a regular bedtime routine, switch off devices a couple of hours before bedtime and try to avoid caffeine after 2pm. You could also try relaxation techniques.



you have new symptoms or an existing illness, it's important to see your doctor or medical professional and keep your appointments

Don't put your health on hold. If

during the pandemic.



Take breaks and exercise. Exercise releases endorphins and can make you feel good. Take regular breaks throughout the day and get up and move. Use your lunchtime to take a walk during daylight hours, which will also top up your vitamin D levels and help with a low mood.



Stay connected. Even if you can't see family, friends and colleagues, you can still reach out to them. Make a special effort to keep in touch and schedule regular catch-up sessions.



Motivation and goal setting.

If you're struggling for motivation, promise yourself to commit to 10 minutes of a task. You normally find that you'll keep going after the 10 minutes, but if you don't, still reward yourself for making the effort.



Tips from our teams



"I have discovered audiobooks recently and use these while walking my dog...listening to them when driving helps to get away from reality and relax."

lan Woodall, Operations Manager, Rail

"I find helping others can make us feel good."

Yvonne Merryfield, Commercial Analyst, GTFM

"For my health, I do an over 50s HIIT every day instead of having a coffee break."

James Yalden, Bid Coordinator, Building Southern

"I find wild swimming really valuable for easing stress. Safely swimming in wild cold water (sea or fresh water) is so good for my state of mind. You can find lots of advice about this hobby online."



Celebrate small wins. Completed a work task, headed out in the cold for a walk or endured a difficult trip to the supermarket? No matter how small the achievement, make sure you reward yourself with something you enjoy.



Look after your finances. Work out a spending budget and stick to it. If you can, try to put some money aside for unexpected costs such as a boiler breaking. If you are struggling financially, reach out for help as soon as possible.



Ask for help. If you are struggling with your mental health, or have any other worries, reach out as soon as possible. Talk to a friend, family member or colleague or make an appointment with your GP.

Read more on Galileo

For more tips on winter wellbeing, including information about Wellbeing Wednesdays, guidance on how to 'Be Well' plus access to resources such as our Employee Assistance Programme and the Covid-19 Employee Toolkit for Effectively Working through the Pandemic, please visit Galileo > HS&E > Wellbeing.

Giving back

The first national lockdown hit the UK hard and, in true Galliford Try spirit, our people rolled up their sleeves to see how they could support communities around them. Evolve shares just a few of your stories



Food for thought

Cakes, crumbles and lasagne were all on the menu when Senior Solicitor Iain Benson rolled up his sleeves to cook up a storm in aid of local residents and a homeless charity during the first lockdown.



A cut above

Business Development Manager Neus Garriock grew long locks over lockdown. It was a short shrift, as she decided to cut it off to donate to The Little Princess Trust, which makes wigs from natural hair for children affected by cancer and other conditions. She also raised £250 for the charity with contributions from several colleagues.



Handy work

Seeing the effect of hand sanitisers on everyone's skin, our Investments team raised over £1,300 through the generosity of colleagues, friends and family to donate more than 450 hand creams, moisturisers and care packs for key workers.



Horsing around

Morrison Construction and suppliers Ground
Developments Limited and Jarvie Plant Group helped
animal sanctuary Katie's Cradle by installing new
field drains and trenches, forming hard standings for
caravans and storage areas, and building a haul road
to enable horses to move safely. Jarvie also supplied a
welfare unit for facility volunteers and users.



Ajob for Vercho

Galliford Try and subcontractor J Coffey
Construction were pleased to provide assistance
to Vercho Lyubenov, who had been sleeping rough
around London for almost a year when his path
crossed with the team at the 388-396 Oxford
Street site.

To get him on his feet, the team from J Coffey, who are on site carrying out structural alterations at Building London & South East Commercial's project for department store Selfridges, found and paid for Vercho's lodgings and travel fare, as well as assisting him to open a bank account and apply for a National Insurance number.

Our team checked and validated Vercho's paperwork and qualifications, which he needed for a CSCS card funded by Galliford Try. Vercho was provided with use of the on-site welfare facilities and set-up with basic essentials and full PPE to allow him to start on site as a general labourer.

He has made a great addition to the team and was presented with a £20 voucher for being the winner of a monthly health and safety award.

Volunteer today

Everyone at Galliford Try is entitled to take up to two days of paid leave for volunteering a year. Learn more by visiting: Galileo > Group Services > HR > Rewards and Benefits.



Meet Kike Sanyaolu

Kike Sanyaolu's passion for problem-solving through design management and work with BAME women in construction have caught the attention of RIBA Journals' Rising Star programme, where she has been shortlisted as a finalist. Here, the Design Manager from Building West Midlands talks to Evolve about her journey from architecture to construction, highlights from her most recent project, and how she is championing our sector

Kike's career path has been somewhat unusual. She joined Miller Construction as a Graduate Planner in 2013, a year before Galliford Try bought the business, and worked her way up the ranks from Assistant Designer Manager to Design Manager while studying to become a chartered architect. Although the traditional path to follow would have been to join an architectural firm, like her classmates did, Kike's experience of both the architectural and construction worlds, led her in a different direction, and she decided to pursue a career in construction.

Having a conducive working environment goes a long way in determining your productivity

"When I finished school, I worked in an architectural practice for a while but it was a conscious decision to get construction experience. I joined Galliford Try and the company supported me in attaining chartership. I was surprised at what I discovered and learned. There was so much more to construction than I thought. I enjoyed myself and felt quite settled and happy as the skills were transferable, and I was able to bring the two together," she explains.

"Architecture is the art of aesthetics and detail, while construction is about making that art tangible and getting it built. When you successfully marry them together, the end project is much better." she adds.

This skillset came in handy at Project Apple (pictured below), our third building at Birmingham's Arena Central development. When a scope gap for the drainage and blueroof system, which collects surface water, came to light, Kike relished her role in finding a solution to connect the two, working with several different parties including designers, suppliers, subcontractors and installers to come to an amenable solution.







"In the end, everyone went a little bit further than their scope of works and we got it sorted. It required sheer graft but it was an enjoyable process."

"Construction has a lot to offer... we have to demystify what we do"

Above and beyond her usual line of duty, Kike is a BAME (Black, Asian and minority ethnic) mentor and has played an active role in supporting, encouraging, and helping talented individuals from these backgrounds as they progress in their education and careers. She is a member of Paradigm, a growing professional network which exists to champion Black and Asian representation within the built environment through industry-related workshops, presentations, site visits, networking, outreach programmes, social events and collaborative partnerships.

"I'm keen to shine a spotlight on successful women of colour in construction in the hope that they can motivate and encourage other women out there in whatever sphere of life they're in. I want to show them what success looks like, how to get there, and answer any questions they have on the way."

Her work extends to participating as an advisory board member of the ViSHEbility Tribe, a community interest company which provides inspiration and coaching to black women, and involvement in the FLUID Diversity Mentoring Programme where she has been a mentee and hopes to become a mentor next year.

"There is an underrepresentation of women in leadership positions in the construction industry and I'm passionate about using positive action to encourage younger girls to come into construction. We are gaining ground and I think the industry is progressing, but slowly. I think part of the issue is with perception. Construction has a lot to offer. A way to get more women into it is by demystifying what we do through events like career fairs, talks for young females and working with universities."

Finally, Kike is vocal about creating environments where people can thrive, which chimes with the Group's aspirations.

"Having a conducive working environment goes a long way in determining productivity. You cannot put a price on that, it's inestimable as it makes people thrive. That's the environment that has been actively created at Galliford Try. There's an intentional agenda to do this, and that's what I like about the company. Everyone is hugely supportive of each other. That was the impression I got when I first joined and it's still the impression I have today. That's why Galliford Try is unique to me, the people are great."

Win £100 of vouchers

As part of our 'Be Well' programme, we're asking you and your family to get creative this Christmas break and draw, paint or doodle an image that makes you feel positive

The winning design will be used in a future wellbeing project and the artist will receive £100 of vouchers. To enter the competition, please email a high-resolution photo of the artwork to: wellbeing@gallifordtry.co.uk. All

entries must be received by Friday 8 January 2021.

There is a maximum limit of three entries per household. Please make sure you keep your original artwork in case it is needed for reproduction.



Winning tips

- → Have a clear idea in your head of a scene which makes you happy – perhaps lying on the beach, eating dinner with friends or your family, or even not having to socially distance in the future.
- → Use a strapline to help us understand your idea.
- → Make sure your drawing is at least A4 in size to ensure it can be replicated in high quality.
- → Use a variety of colours to bring your picture to life.
- → Use a mix of pencil colours, wax crayons, sketch pens and paints to create different effects but avoid the use of glitter, which won't translate to paper well.
- → Keep it simple.
- → Remember that you are taking part to have fun, winning is a bonus!

World-class North East & Yorkshire.

The largest facility of its type has been handed over to Leeds Beckett University by Building

The new £45m Carnegie School of Sport is a state-of-the-art facility for students and research programmes, and also serves as a hub for the elite athletes who use the university's sports performance expertise.

We would like to place on record our gratitude to Galliford Try for their hard work in making this complex project a reality."

Peter Mackreth, Dean of the Carnegie School of Sport

Located at the university's Headingley Campus, the building includes a 60m indoor sprint track with performance analysis facilities, research laboratories, a wellbeing studio and five lecture theatres.

The building also houses two world-class environmental chambers, which can mimic different altitudes and environments and are capable of achieving temperatures of between -40 °C to +50 °C, relative humidity of 15% to 95% and altitudes of more than 8,500m, which is approximately the same height as Mount Everest.

