

Cracking the carbon conundrum

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A greener environment

Carol Hardingham outlines our plans for improving the environment and biodiversity P:20

Growing Together

Delivering on our ambition to be an employer of choice P:22

EVOLVEEditorial panel



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Major Group news, award wins and framework success

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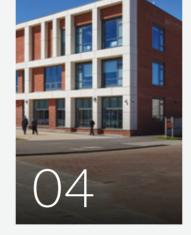
in decarbonising the economy for a

greener, more sustainable future

place in our business

Cracking the carbon conundrum

How we are championing our role



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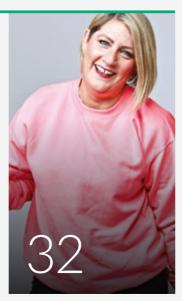


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Message from the

Chief Executive

Hello everyone and welcome to our 2022 highlights edition of *Evolve*. You have made it an excellent year for our business - and that is evident on every page of this magazine

Every year, around this time, I look back at the achievements in the year and am humbled by the extraordinary things we have continued to achieve, despite the challenges we have faced this year across the wider business environment.

We have collected top awards for sustainability, projects, innovation and careers"

Just some of these triumphs are highlighted in this magazine starting with the success we have had across award ceremonies, in a whole host of categories, up and down the country. We have been named Contractor of the Year a number of times across our various sectors and collected top awards for sustainability, projects, innovation and careers (page four).

Our Sustainable Growth Strategy continues to build momentum, and we welcome our new teams from MCS Control Systems and Ham Baker. These businesses bring new and complementary skills to our Environment business (page five) and strengthen our already robust position as a leading contractor to the water sector.

We continue to drive forward our net zero ambitions (page 16), alongside our environmental plans. This is the right thing to do and is a core requirement of many of our clients, so it's pleasing to know we are making good progress.

Delivering a legacy of positive social value outcomes in the communities in which we operate is important



to us and I'm pleased to read about all the different ways you've been taking advantage of our volunteering scheme (page 30).

All these attributes make us attractive to our existing and potential employees. Vikki Skene, HR Director, outlines some of the things we are doing to ensure we remain a great employer and that the business and our people *Grow Together* (page 22), supported by new leadership programmes (page 26) and our extensive benefits package (page 28).

We welcome our new teams from MCS Control Systems and Ham Baker"

I'm proud of our collective achievements and thank you all for a great effort. The business is in good shape and we are well placed to deliver our objectives for 2023 and beyond. Thank you again and well done.





Morrison Construction Building Central has been named Contractor of the Year for the fourth time and third year running, as well as claiming Project of the Year, the Inspiring Learning Spaces Award, and Early Learning & Childcare Award at the Learning Places Scotland Awards

Having continued to deliver a series of high-quality educational facilities across the country that support the best outcomes for students and staff within the Scottish Education Sector, Morrison Construction once again claimed the coveted title of Contractor of the Year.

The business was also recognised with the Project of the Year award for Ayr Grammar Primary School, a multi-phase project that redeveloped the 150-year-old Ayr Academy into a new home for the Primary School.

Castlebrae Community Campus, meanwhile, stole the show with the prize for Inspiring Learning Spaces of the Year and the projects at Blackridge and St Mary's won the Early Learning and Childcare Award.

Morrison Construction also scooped numerous accolades for their continued work with providing support to benefit the local economy and community in the region (page seven).

Also winning Contractor of the Year in 2022 was the Environment business, which received the title (page 36) from *Utility Week*.

We are thrilled to have received the Contractor of the Year award again as well as the project awards for these impressive schemes. As part of our Sustainable Growth Strategy, we have continued to deliver lasting change for the communities we work in, while improving Scotland's built environment. My congratulations go out to all those involved, and I thank our entire team and our partners for all their hard work and dedication."

David Ewing, Managing Director of Morrison Construction Building Central.



A welcome to new colleagues

We have strengthened our Environment business with the acquisitions of MCS Control Systems (*pictured left*), a leading systems integrator to the industrial and utilities sectors, based in Coventry; and the asset inspection, maintenance, screens and distributor operations of Ham Baker in Stoke.

Both businesses bring complementary capabilities to our growing Environment business, as part of the Group's Sustainable Growth Strategy, which targets organic growth and acquisition opportunities in existing and adjacent sectors. Ham Baker introduces a further advantage in preparing for the water industry's AMP8 cycle, in particular addressing storm overflow challenges, and MCS provides additional competencies that complement those of the Lintott business.



Early careers awards

We were proud to be named Top Graduate & Apprentice employer by early career employment website The Job Crowd, ranking as a top two construction-civil engineering company for graduates and apprentices - as voted by them. For the second year running, we also received a Gold Award through The 5% Club's Employer Audit Scheme, which recognises the UK's best employers of apprentices, graduates and placement students.

Strengthening our Board



Alison Wood appointed Chair Alison has been appointed as Chair

for Galliford Try and its Nomination

Committee as well as becoming a member of the Group's Audit and Remuneration

committees. She brings extensive experience from previous roles including Global Director of Strategy and Corporate Development at National Grid PLC.



Sally Boyle appointed Non-executive Director

With a background in private practice as an employment law specialist and Non-executive Director of the Royal Air Force,

Sally has been appointed as Non-executive Director for the business and becomes a member of our Audit, Remuneration and Nomination committees.

Environment team receives haul of awards

Our Environment business has claimed a raft of awards for its project delivery, approach to innovation and customer experience.

The business won Civils Project of the Year at the
Constructing Excellence Midlands Awards for its outstanding
work on Severn Trent's Eels Regulation Compliance
project. The scheme was praised for providing best practice



environmental benefits for both the client, as well as the Environment Agency, through excellent project delivery, and bringing out the very best in terms of collaboration and stakeholder management. Earning Innovation Project of the Year, was Project Vinnie for predictive analysis in Health & Safety at the forefront of data intelligence and technology (page 14).

At the CECA (Civil Engineering Contractors Association)

Scotland Awards, the Loch Ness Region Water Treatment

Works team won the Digital Innovation Award for the
collaboration between our ESD joint venture and Scottish

Water, that will enhance and ensure the future resilience
of water quality. Eyemouth Sewer Flooding Network

Improvements project and Craighead Water Treatment Works
were also finalists at the event.

Finally, at the Street Works UK Awards, commendations were awarded to the Coach Road scheme in the Project of the Year category, delivered by MGjv for Southern Water, a joint venture between Galliford Try and Morrison Water Services for Southern Water, and the Paddock Wood Scheme in Tonbridge, in the Community Engagement category.

Communities team strikes gold



Morrison Construction Building Central has received several accolades from the Leading Lights Awards, GO Awards, and the ROCCO (Renfrewshire Chamber of Commerce) Awards for the team's continued work in providing support to benefit the local economy and community in the region.

Celebrating the Group's first Leading Lights Award win, the latest recognition programme from the Considerate Constructors Scheme which focuses on community enrichment, was the team behind the National Manufacturing Institute Scotland (NMIS).

The GO Awards presented their Social Value Award to the Women's National Facility Project team in Stirling, which has generated £29.3m worth of social value through its work.

Finally, the team won a ROCCO Award in the 'Invest in Renfrewshire' category for their continued support to local employability programmes for the unemployed through their apprenticeships, traineeships and graduate schemes.

Celebrating our Highways Heroes

Hannah Timkey and Tom Foy, from our Highways business, were among those lauded at this year's Highways Heroes Awards.

The awards aim to recognise individuals across the UK's highways sector for exceptional personal effort and impact. Hannah and Tom both received their awards for striving to improve the wellbeing of their fellow team members, focusing on menopause awareness and mental health respectively.

David Lowery, Managing Director for Galliford Try Highways, commented: "It takes great courage to strive to make a difference to people's lives, particularly to talk about wellbeing issues, and we are all incredibly proud of Hannah and Tom for the fantastic and well-deserved recognition they received."



Asset Intelligence clamps security prize

Our Asset Intelligence business picked up the Environmental prize at the British Security Awards for decarbonising the impact of new security systems through collaborative working at design and installation stages.

The team, who also provided winning technology that won the Highways team an Innovation Award (page 15), was also shortlisted for Best Business and Best Installer.

Asset Intelligence was also a finalist for Active Fire
Project of the Year for the Diana Princess of Wales Hospital
Fire Alarm Replacement; Security Project of the Year for
the Thames Water Borehole Upgrade; Security InstallerIntegrator of the Year and ESG Initiative of the Year.



Broad Marsh leads the way

Galliford Try Building East Midlands' Broad Marsh car park project continues to lead the way by picking up multiple award nominations at the East Midlands Brick Awards, Constructing Excellence East Midlands Awards and British Parking Awards

The £43m development on behalf of Nottingham City Council created a new car park, bus station and city library in the heart of Nottingham, and has quickly become a landmark project for the city. It is believed to be one of the greenest car parks in the country with 720 photovoltaic panels installed on the roof, as well as 81 electric vehicle charging points, energy efficient lighting and a vehicle management system that helps reduce vehicle movements and congestion.

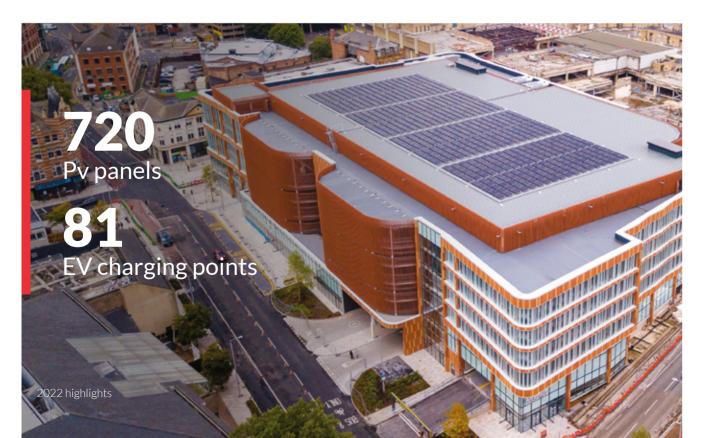
In addition to winning the Collaboration and Integration Award at the Constructing Excellence East Midlands Awards, and being highly commended in the Construction Project of the Year category, Broad Marsh was also shortlisted in the Outstanding Car Park category at the British Parking Awards and won Best New Car Park.

The scheme also received the Sustainable Development

of the Year Award and Commercial Development of the Year Award at the East Midlands Brick Awards, and was selected as the Overall Winner at the event.

We are proud of the work that has taken place at Broad Marsh, and this further recognition is a just reward for the efforts of the team. I congratulate all those involved for their achievements for such an outstanding scheme."

Jon Marston, Managing Director of Galliford Try Building East Midlands.



Hexham Schools named Project of the Year

At the Education Estates Awards, our Building North East and Yorkshire team collected the School Project of the Year accolade for the Hexham Schools scheme.

The £38m Hexham Schools project, for Northumberland County Council and the Hadrian Learning Trust, brought together Queen Elizabeth High School and Hexham Middle School on one site. The schools combined the very best of modern educational facilities in a sustainable setting, blended with the existing buildings.

The new education campus was developed to the rear of the historic Grade-II listed Hydro building, which has been retained as part of the development, and includes new sports facilities that are open to the community.



SCF success

Building Southern received three accolades from Southern Construction Framework (SCF) in their annual awards.

The Kidbrooke Park Primary School project team was awarded Integrated Team of the Year for their outstanding collaboration with the client, consultants and supply chain during the pandemic, specifically with regards to risk, supply chain and market intelligence.

Meanwhile, Angela Purse and Priya Parthi (right) jointly won Framework Manager of the Year, with SCF noting their continual hard work in supporting SCF initiatives across the board as part of the business' collaborative relationship.

Subcontractor of the Year went to NHE Carpentry who worked for Galliford Try on the ground-breaking Somerleyton Road (Brixton House) project.

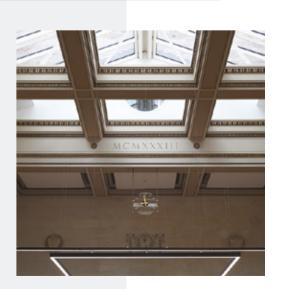


The Exchange claims two restoration awards

Galliford Try's restoration of the former Municipal Bank building for the University of Birmingham has been named as Heritage Project of the Year by the West Midlands Royal Institution of Chartered Surveyors (RICS) awards.

The project saw the transformation of the 1930s-built bank that had been vacant for 17 years. The judges' panel for the awards commented that the project was chosen because of the "very impressive refurbishment of a neglected high-profile building in the centre of Birmingham".

In addition, the project also won the Conservation and Preservation Award at the recent Constructing Excellence West Midlands Awards.



Telecoms installs UK's first renewablepowered mobile mast

The UK's first-ever renewable-powered mobile phone mast, which potentially removes the need for a connection to the national electricity grid and can provide connectivity to 'not-spots' in the UK's most remote and inaccessible locations, has been installed by Galliford Try Telecoms.

A unique wind turbine and solar panel combination, with a battery array, offers cost, time and carbon savings"

Manufactured by Crossflow Energy, it utilises a unique wind turbine and solar panel combination, together with a battery array, which offers considerable cost and time savings on power installation and supply, and reduces the carbon

footprint of the mast thereby supporting Vodafone's target of reaching net zero UK operations by 2027.

If the trial is a success, it will pave the way for more 'self-powering' masts, with a focus on areas with poor or no coverage.



Net zero in operation school on the go

We have once again cemented our place as a leading low carbon contractor with the appointment to the Greenhead College in Huddersfield.

The £25m project will create a new four-storey net zero carbon in operation building, providing new teaching facilities. It adopts a fabric-first approach, utilising low-carbon materials, with the building envelope designed with air tightness and energy efficiency at the very forefront. Passive ventilation and heat recovery keep energy use low, while LED lighting and low energy services are combined with a building management system to ensure that consumption is closely monitored. Photovoltaic panels will also be used to assist the energy supply to the new buildings.

The works build on our sustainability pilot in London for the Department for Education at the Marjorie McClure School.

Cliff Wheatley, Managing Director of Building North East and Yorkshire, said: "We have established a fantastic reputation for delivering low carbon schemes in the education sector and I am

delighted that we are working on this project, at the cutting edge of school buildings."

This is yet another project that Galliford Try has been awarded with net zero carbon targets"



Morrison Construction hands over new whisky distillery

Our Highland business has successfully handed over The Cairn Distillery in Grantown-on-Spey to client Gordon & MacPhail.

The state-of-the-art Cairn Distillery, located in the Cairngorms, features a sedum green roof which was installed to create a thriving eco-friendly habitat, whisky-tasting rooms, a visitor centre with retail space and a coffee shop.



Donald McLachlan, Managing Director of Morrison
Construction Building Highland, said: "We have a proud track
record for delivering high-quality distillery facilities across the
region, and the Cairn Distillery is a fantastic addition to that. We
hope that Gordon & McPhail go on to produce many more fine
malts from the new stills, and look forward to sampling some!"

Glade of Light opened

Glade of Light, the memorial to those who lost their lives in the Manchester Arena terror attack in May 2017, was opened to the public for the first time at the start of the year.

The centrepiece of the Glade of Light is a white marble 'halo' bearing the names of the 22 people who died, where families of those who lost loved ones have been able to place memory capsules.

The site was constructed by our Highways business as part of its role in the wider Medieval Quarter regeneration.



Galliford Try awarded further RAF Coningsby project

Galliford Try's Building East Midlands business has been appointed by the Defence Infrastructure Organisation (DIO) to build the new Single Living Accommodation (SLA) facility at RAF Coningsby in Lincolnshire.

Designed to BIM Level 2 and achieving DREAM Excellent, the building is working towards a net zero carbon in operation rating, utilising Passivhaus principles.

The award is the fourth project for the business at the RAF Coningsby base, with previous contracts including new Squadron Headquarters, SLA and pilot training facilities.



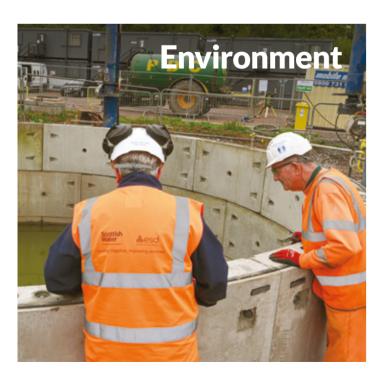
Frameworks news



- → RISE'ing to the challenge in the North West: Highways has been named as part of the new socially-responsible RISE framework. The £6bn vehicle covers the North West region, with Galliford Try named on two lots under the construction and civil engineering categories.
- → Reappointment to MHA+: we have been reappointed to the Midlands Highways Alliance Plus (MHA+) Medium Schemes Framework. The framework is valued at £1bn and covers 35 local authorities. Previous schemes under the framework have included the award-winning and hugely successful Anstey Lane project with Leicestershire County Council and the major Grantham Southern Relief Road scheme.
- → On track with PP: for the first time, Highways has been appointed to the latest iteration of the Procure Partnerships (PP) North West Framework, worth £1.8bn for public sector bodies to use to bring construction projects to market.



- → A healthy defence: Building has been appointed to two new lots worth up to £21bn on the Crown Commercial Service (CCS) framework. The lots encompass the Ministry of Defence's portfolio of air bases across the UK, public sector projects worth more than £80m and Government priorities, including the Defence Estate Optimisation programme. We have also secured lots onProCure23 (P23) the primary route to market for design and construction services for NHS capital projects.
- → YORon: Building has been reappointed to the new YORBuild medium works band valued at £640m which is available to local authorities and public sector bodies across Yorkshire and Humber, as well as parts of the North East and East Midlands.
- → PP success: Building has won three lots on the Procure Partnerships (PP) North West Framework.



- → A capital maintenance first since nmcn: Welsh Water has chosen Galliford Try for its Major Mechanical and Major Electrical frameworks covering an initial five-year period transcending AMP7 and AMP8, representing the first capital maintenance framework wins for us since the acquisition of nmcn water.
- → Optimising delivery for Northumbrian Water: Northumbrian Water has selected us to provide additional capacity for water and wastewater treatment projects, enabling us to work alongside their existing capital supply chain to optimise delivery through batching and continuity, with integrated design and construct frameworks at the core.
- → Another dose of off-site build: Lintott has secured a place on two lots on Northumbrian Water's Chemical Dosing framework. The works relate to Northumbrian's Off Site Build Framework and the Water and Wastewater Upgrades Framework, which will be carried out over an initial four-year period.



- → Crowning appointment: Facilities Management (FM) and Asset Intelligence have been awarded positions on the Crown Commercial Service (CCS) framework, valued at up to £38bn, which will be used by all UK Government departments.
- → 'Policed' to help: FM has strengthened its relationship with Surrey Police with a further three-year contract to provide facilities management services to its estate maintaining 86 buildings, ranging from office areas, forensic labs, custody suites, recovered property stores and police houses.
- → Healthy deal: FM has been awarded positions on the NHS Shared Business Services (SBS) second generation Hard FM framework, to delivery Security, Fire and Hard FM Managed Services. The framework is valued up to £800m.
- → DEFRA selects Al: Asset Intelligence has secured a position on lot 4 of the Department for Environment, Food and Rural Affairs (Defra) £600m Science Estate Engineering Framework.

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Among the many award wins the Group has achieved over the past 12 months, one success has caught the eye. The Artificial Intelligence system, Project Vinnie, was lauded at the Constructing Excellence National Awards, winning the prize for Innovation.

The Project Vinnie scheme was devised in a response to a challenge by Severn Trent Water to the former nmcn team, now part of Galliford Try Environment. The thrust of the exercise was to utilise technology to devise a system that could improve health and safety performance.

The team identified a partner in American firm NewMetrix, whose software had been working on creating similar systems for the past few years in the US.

With a backlog of existing data available, the team looked to develop a software solution that would not only help analyse the current situation but crucially be able to look forward to future working environments and use Artificial Intelligence to predict the likelihood of incidents occurring.

The self-learning system does this by analysing past and current data as it is inputted which is then modelled to find patterns of where accidents or issues are likely to happen, using variables such as the amount of people working, the nature of the task, or the weather conditions on a certain day.

In addition, the system is also capable of using photo recognition software to find and highlight hazards, again using machine learning to build up a database of recognised risks and potentially dangerous areas.

In testing, the evaluation concluded the new system was a highly accurate model and 65% of all incidents in the last two years would have been predicted successfully had it been in operation. The evaluation also concluded that using the system will save around 8-10 hours per week currently spent on data analysis by health and safety managers, and is completely unbiased.

The self-learning system finds patterns of where accidents or issues are likely to happen using variables such as the amount of people working, the nature of the task or weather conditions"

Steve Wood, Project Management Office Manager for Environment, and one of the drivers of the trial, commented: "Project Vinnie has been a fantastic programme to work on so far and I'm delighted with the progress we've made. I'd like to thank all those who have helped, particularly with contributing data, that has allowed us to be so robust with our testing."

Highways receives further research funding

Our Highways business has secured funding under the National Highways Innovation and Modernisation Designated Fund for a feasibility study into autonomous compaction.

The funding comes as a result of a competitive process where Galliford Try, once again demonstrated our leading role in highways innovation. Previously, we have been selected to deliver two phases of the CAVIAR automated vehicles project, as well as the ElectroRoad study of the feasibility of the electrification of road freight.

Expected benefits of compaction control include improved safety, productivity and efficiency and carbon reductions"

The study will trial an autonomous compaction solution on the A303 Sparkford to Ilchester scheme which could deliver significant outperformance compared to traditional methods of working.

The expected benefits of compaction control include improved safety as a result of removing people from work zones, productivity and efficiency improvements of around 40%, and carbon reductions due to reduced fuel use.



Al's Al tool a star for Highways

The Asset Intelligence team has been working with software providers Remark and the Highways business to create a new artificial intelligence surveillance system that can help increase safety for road users and decrease accidents around road works.

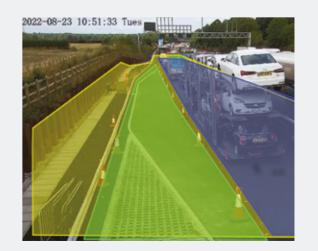
The software is paired with live camera footage, highlighting and alerting operatives to potentially dangerous situations that may be develop around stationary cars in live lanes.

In addition to the device's prime function in detecting stationary vehicles, other benefits of the mobile CCTV unit solution include fast deployment, minimal required space, and no need for infrastructure.

The integration of Remark's technology into Galliford
Try's Asset Intelligence is a fantastic example of how the
construction industry is becoming more digitally-driven. The
system represents the adoption of data-driven intelligence,
utilising artificial intelligence to deliver actionable insights as
well as automated workflows and real-time alerts.

The use of the new software at the M56 scheme has already met with the approval of National Highways, winning one of the client's Blue Star awards for innovation.

David Lowery, Managing Director for our Highways business, commented: "We are proud to accept the Blue Star Award for our implementation of a mobile CCTV unit on our M56 site, alongside our Asset Intelligence business. Awards such as this one, are testament to our commitment to innovation across the Group."



Cracking the carbon conundrum

The urgency of the climate change agenda is forcing many businesses to change how they work.

We are championing our role in decarbonising the economy for a greener, more sustainable future, taking a three-pronged approach; tackling our own footprint, supporting clients to lower the carbon of their buildings and infrastructure and supporting our supply chain on their journeys

Our Journey to Net Zero

Carbon continues to rise up the agenda for all businesses and their stakeholders, and this is an area where Galliford Try continues to hold a strong position. We have voluntarily reported direct greenhouse gas emissions since 2012 and, as a result of several carbon reduction initiatives, we have reduced carbon dioxide equivalent emissions across our own operations (Scope 1 and 2) by 65% from 2012 to 2021.

We continue to up our game on this front, and last year we pledged to achieve net zero carbon in our own operations by 2030, and across all activities by 2045 at the latest.

Most of the carbon emissions within our own operations come from three sources: diesel used in generators and other plant and equipment, temporary site electricity supplies on non-renewable tariffs, and fuel used in company cars and vans, so our activities target these areas (as shown on the right).

What we've done:

- → Developed a 'science-based' carbon reduction target.
- → Launched the 'Journey to Net Zero' e-learning course for all our people.
- → Now only offer electric or plug-in hybrid vehicles for our company car fleet and electrified 51% of our vehicle fleet so far.
- → Reduced average carbon emissions across our car fleet by 55% since 2011.
- → Source 100% of the energy we purchase for our permanent offices from renewable sources.
- → Adopted one of the greenest welfare unit types available.
- → Disclosed our climate change risks and opportunities and carbon performance through CDP (Carbon Disclosure Project).
- ightarrow Rolled out our Net Zero Partners programme (page 18).

What we're doing:



- → Identifying energy consumption reduction measures during site set up such as solar panels, smart distribution boards, optimisation of incoming electricity supply, and encouraging greater monitoring of electricity use to eliminate unnecessary consumption.
- Exploring alternatives to diesel such as electric plant and equipment and transitioning to responsibly sourced alternatives.
- → Working with our supply chain to review new technologies.
- → Reviewing how we procure temporary site electricity to make sure we get renewable tariffs at lowest cost.
- Developing environmental strategies in each of our Business Units.
- → Implementing an online carbon reporting tool including Business Unit and project carbon dashboards.

Low carbon build and operation for clients

We are supporting clients to design, build and maintain low carbon infrastructure and buildings through efficient selection of materials and construction methodologies, operational energy consumption and, where relevant, end-of-life decommissioning, working closely with clients, designers, supply chain and clients.

Our investment in understanding and reducing carbon is increasingly enabling clients to achieve their objectives of lower carbon, cost and faster delivery while achieving high quality.

What we've done:



- → Acquired complementary businesses to support our assest optimisation and off-site build capability in the Environment business.
- → Appointed a Low Carbon Lead to develop our carbon capability for clients.
- → Developed a Building Performance Evaluation) Offering in our FM business to improve soft landings and give better analysis of in-use data to evidence net zero carbon in operation.
- → Adopted the OneClick LCA carbon calculator, which is allowing us to measure and manage embodied carbon of our buildings in-house.

What we're doing:



- → Growing the capabilities of our FM business, with a focus on decarbonising existing buildings through retrofitting and launching a tool for clients which can support their path to net zero.
- → Actively working on trialling the use of innovative low carbon materials to help wider industry decarbonisation.
- → Embracing off-site manufacture to minimise waste and therefore use materials more efficiently.
- → Driving forward the new UK Net Zero Carbon Buildings Standard to enable industry to prove their built assets are net zero carbon.
- → Rolling out carbon-based e-learning.
- → Seeking PAS 2080 'Carbon Management in Infrastructure' accreditation.

Cracking the carbon conundrum



Hear what our supply chain partners are saying about our Net Zero Partners initiative by visiting www.gallifordtry.co.uk/news/ media-library

Supporting our supply chain

Tackling climate change is a complex issue which requires collaboration with all parties involved.

Our Net Zero Partners initiative has been developed to remove the main barriers for first generational net zero carbon supply chain in the collective journey to net zero carbon.

Net Zero Partners empowers our supply chain to make decisions around their own carbon strategy and understand what is required to work with Galliford Try on our Journey to Net Zero. It uses a clear set of guidelines and recommendations, and in turn provides Galliford Try with industry insight to inform and adjust our approach.

Net Zero Partners is crucially important to help our business achieve its carbon targets as we can't do this alone."

Allan Smith, Low Carbon Manager

The initiative is based on three key pillars of carbon literacy, upskilling and continual improvement and quality. These encourage an understanding of what carbon is and how to measure it properly, the skills, knowledge and training required for low carbon instruction, and how to utilise low carbon construction methods and digital tools to maximise quality.

The programme has successfully been launched in Morrison Construction and is being rolled out nationwide across England.

Allan Smith, Low Carbon Manager for Morrison

Construction, said: "Net Zero Partners is crucially important to help our business achieve its carbon targets as we can't do this alone. By collaborating together we can get ahead of the curve, sharing best practice and driving innovation to propel us forward.

"The event has been fantastically well-supported which shows there is a real appetite for developing in this area and I am excited about the possibilities that Net Zero Partners will open up for us going forward."

Financial Times names us a Climate Leader

We have been recognised as a 'Climate Leader' by the Financial Times, which names the 400 European companies which have achieved the greatest reduction in their Scope 1 and 2 GHG emissions intensity between 2015-2020.



Introducing low carbon 'all in one' welfare units

We have set-up a strategic partnership with Welfare Hire Nationwide (WHN) for the supply of one of the largest, and greenest self-contained welfare fleets in the market. Compared to traditional cabins that are typically powered by diesel generators, WHN's modern and spacious welfare unit design ensures reduction in carbon dioxide emissions, fuel consumption, noise pollution and operational costs by targeting the use of solar power, lithium battery technology, water harvesting systems and smart telemetry.

Driving the UK Net Zero Carbon Buildings Standard

We have been selected from more than 800 applicants to drive forward the UK Net Zero Carbon Buildings Standard (NZCBS), a cross-industry initiative which will enable the industry to prove their built assets are net zero carbon.



Bishopsgate receives first WELL Platinum recognition

The 280 Bishopsgate project has become Galliford Try's first scheme to be awarded the WELL Core Platinum accreditation for its contribution to wellbeing.



Low carbon HALO scheme receives top award

Morrison Construction's HALO Enterprise and Innovation Centre (HEIC) project in Kilmarnock scooped Regeneration Project of the Year at the Scottish Property Awards in recognition of its excellent environmental credentials.



Carol Hardingham is our new Head of Environmental, charged with managing our performance in this important area. Here, she outlines our plans for protecting and enhancing our environment and biodiversity to leave a positive legacy where we operate

Over the last few months our team has been meeting with the Business Units to understand ultimately, what's needed to be an environmentally responsible business at all levels within Galliford Try.

As well as finding out what's needed across our own sites and offices to achieve net zero carbon emissions, we've received great insights into our client requirements and what leadership and guidance is needed by them.

This has been brought together in our new Environmental Strategy, which has been produced to support our wider Sustainable Growth Strategy and provide the foundation for the Environment and Climate Change sustainability pillar.

Our core three objectives, outlined to the right, will enable us to remain competitive, safeguard our business against prosecution and fines, and, most importantly, to leave a lasting legacy for the communities and ecosystems that we work within.

1. Protecting the environment:

Scrutinising performance and continually improving

This means protecting the environment by managing environmental risks through robust systems, innovation to help manage those risks, and to have a positive reporting culture to allow us to track our environmental incidents effectively.

2. Enhancing the environment:

Conserving and enriching the natural environment

This area is about adding value as a business, for example, biodiversity net gain, resource efficiency, and our net zero carbon ambitions.

3. Leaving a positive legacy:

Inspiring our teams to participate in making a lasting contribution

This is all about looking at what's needed such as environmental training and upskilling for everyone, including our supply chain, to leave a positive contribution to the environment.

To support this, we have started working with the Business Units to produce their own, specific environmental strategies, extending across both our site and office operations.

These are intended to be simple 'plan on a page' strategies, which set out SMART objectives and targets.

Targets and plans will differ from business to business, but could include anything from reducing water consumption by a certain percentage, opting to eliminate single-use plastics or increasing our biodiversity net gain, which simply put is an approach to development that aims to leave the natural environment in a measurably better state than it was beforehand.

Supporting this, we have started a green site set-up working group across the business, bringing in expertise from across all Business Units to ensure correct representation, and recognising that a site set-up for a job in the Building business, for example, will look completely different to one set-up for a Highways job. This has been done in conjunction with the procurement teams, who will play a key role in guiding on the plant and equipment options and innovations available.

"Biodiversity net gain means leaving the environment in a measurably better state than it was beforehand"

This group is set up to:

- → 1) help those already in the process of site set up in design, and sharing their learning across the business; and
- → 2) to create a 'go to' tool for anyone looking to set up a site in the future.

This group is considering everything from energy reduction, water reduction, materials re-use and efficiency, waste reduction to recycled materials, ground stabilisation rather than virgin material import, and package

treatment plants rather than septic tank waste removal. There are many great innovations being trialled and used across the Group and we need to get better at sharing these. This group will be one of the ways to do this.

Details of the product trials we have completed and those ongoing can be found on Galileo. We also provide help with setting up, recording and publishing the outcomes across the business.

"We will have one-page plans for each BU"

Above and beyond this, we are continuing to look at the carbon emissions within our own operations, outlined on page 16. We have some really exciting environmental ambitions and some great engagement going on - so watch this space!

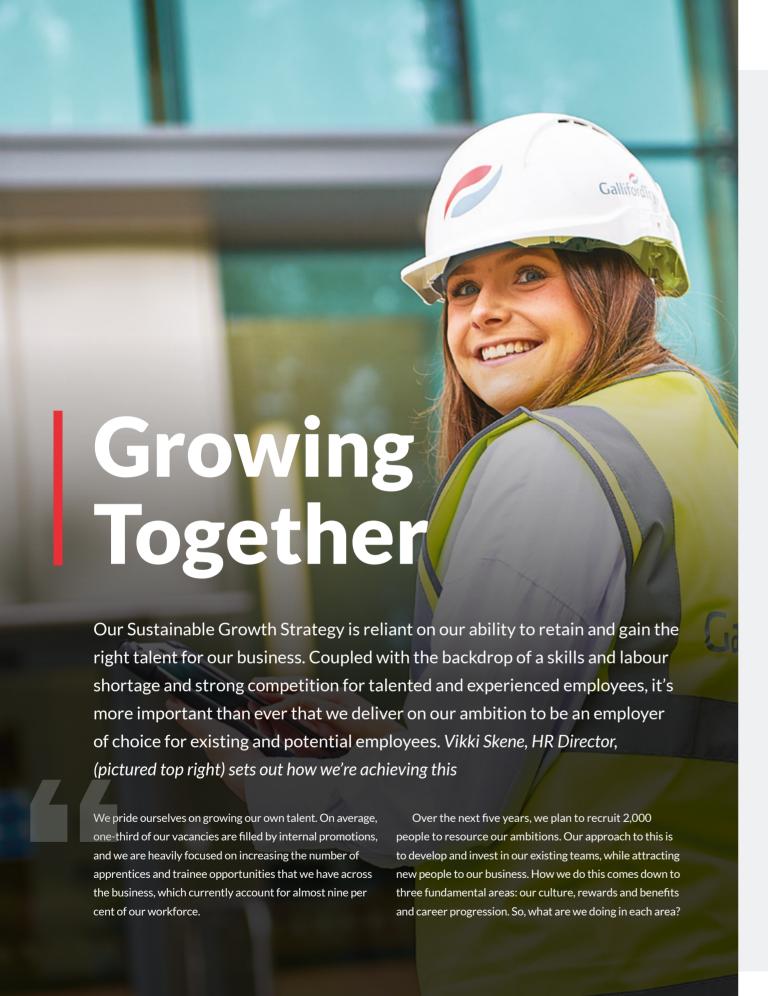


For details of product trials or help with trialling a new product, see Galileo >HS&E > Site and office emissions.





To learn more, or to share your best practice/ lessons learnt, contact your Environmental manager and/or BU Low Carbon Champions.





It is our belief that if we create a culture and working environment where everyone feels valued and included as an individual, they will be motivated to give their best and we will succeed in our ambitions. As our CEO, Bill, always says, 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 have partnered with The Clear Company to help remove barriers to recruitment and retention practices which have the potential to exclude under-represented groups

This year, we have stepped up our inclusion activities and partnered with The Clear Company to work through their Clear Assured framework which enables us to remove barriers from recruitment and retention practices which have the potential to exclude under-represented groups including disabled, BAME and LGBTQ+ candidates. This will help us to focus on the areas where we have the opportunity to make the biggest impact and continually improve our approach to making sure we are including people in a way that is equitable, values everyone's differences, and empowers and enables each person to be themselves, and achieve their full potential and thrive at work.

We have reviewed the manner in which we recruit, the language we use and how we describe roles, for example, to ensure we highlight the aspects of working at Galliford Try that make it more inclusive. We use role models from our business to demonstrate how we believe in creating an inclusive environment, and we tell their stories to help bring our people and communities together.

We are also reviewing our family policies again and continue to support agile working which can play a big role in making us more attractive to individuals who benefit from



flexible working due to personal or family commitments.

We are proud to be a Disability Confident employer and are also recognised as an Armed Forces-friendly organisation having pledged our commitment to The Armed Forces Corporate Covenant, two further areas in which we benefit from a highly-skilled workforce.

We have a focused effort in terms of places where we advertise vacancies and a campaign for early careers, which has led to much better representation in this population across gender and ethnicity, for example. As these individuals develop and progress through their careers, this investment at entry level will then be reflected across more senior levels in our business too.



We are passionate about providing opportunities for our colleagues to grow both personally and professionally and invest in a wide range of development opportunities for our people, ensuring there's something for everyone. We know 'learning by doing' and from others can offer the most successful type of development and adopt a 70:20:10 model which means 90% of our learning and development comes from on-the-job learning or learning through others, with the final 10% coming through formal courses. This extends from our Leadership Development Framework to our Apprenticeship programmes, and our extensively developed Career Paths which model tailored training routes for people throughout the organisation, enabling them to take control of their development and progress at their own pace.

In addition to our courses and programmes, we offer a range of online resources on the GT Academy. These can be accessed on demand, as and when you need them.

We are proud to be a Disability
Confident employer and are also
recognised as an Armed Forcesfriendly organisation having pledged
our commitment to The Armed Forces
Corporate Covenant"

We recognise that as we recruit more people, hiring and line manager training are increasingly important and we have recently developed a programme for new managers called 'Leading the GT Way' (page 26) which is targeted at newly-appointed line managers, those new to Galliford Try, and those who may not have received any formal training and development in people management skills.

In addition, we have our Middle Managers Development programme and the Senior Managers Development Programme. These are supported by our coaching framework, Resident Coach, delivered by external facilitators, together with a wealth of training materials which can be found on the GT Academy.





Rewards and benefits

Finally, rewards and benefits are a key part of anyone's employment and we regularly benchmark salaries across our peer group against our total rewards packages. This year, we introduced our Total Rewards Statement, which provided clarity not only on the salaries our people receive, but the value of their benefits such as our holiday leave, car allowance, pension contributions and more.

We became an early adopter of the new rate of the Real Living Wage from November 2022, and, recognising the cost of living challenge, provided a one-off cost of living payment of up to £750 for more than half our people.

Above and beyond this, we are committed to maintaining the physical and mental wellbeing of all our people, and our constantly evolving 'Be Well' programme offers advice and support for a range of issues, including webinars, guides and more.

Our benefits package is extensive and provides the opportunity to purchase further holidays, and a wide range of corporate discounts, childcare vouchers and cycle to work schemes, as seen on page 28.

Employee Engagement Group

Our Employee Forum provides another channel through which our employees can shape our culture and the way we work and has driven some excellent initiatives across the Group. It provides a two-way communication process and allows discussion to take place on key issues. Learn more about how you can get involved via Galileo > People > Employee Engagement Group.



Modernising our ways of working with Orbit

Orbit will streamline and join up processes with our new Oracle cloud-based system, providing a modern solution across HR, Finance, Procurement and Commercial processes. Going live in Spring 2023, the HR processes will provide greater employee and manager self-service with reduction in paper processes and in system support at the point of need.

Menopause Policy launched

We have launched a new Menopause Policy and signed the Menopause Workplace Pledge for employers who commit to actively supporting and informing employees affected by the menopause.

Our policy recognises the taboo surrounding menopause and encourages open conversation through education for all. Through the policy, we have committed to providing line managers with the information and confidence they need to support members of their teams, and to outline sources of further help.

Telling our story

The best ambassador for Galliford
Try is you. Word of mouth
recommendations are where we
find some of our best colleagues,
and so who better to tell them what
a great place to be Galliford Try is
than you

Over the past few weeks, we have been developing our People Pledge which describes the experiences and benefits employees can expect and the ways of working expected in return. We will be reaching out to you to help us tell these stories through testimonials, videos and social media posts. Do look out for these requests and support where you can.

Recommend a friend for a vacancy, and if we appoint them, you will receive the choice of £1,500 or two extra days of holiday.

#GrowTogether

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For more information visit: Galileo > People > Learning & Development > Leadership & Management.



Ronnie Kewley, Contracts Manager FM

Course title:

Leading the GT Way (pilot)

Course content:

Resources for new managers and managers new to GT

Why did you do it? I was interested in improving my management skills and had completed a course a few months ago and found it very helpful. I hoped this would continue to improve my knowledge. As an Engineer and Supervisor by trade, I am still learning the skills required to be a top manager and leader.

"It helped me recognise my weakness... I can see the benefit already"

What was interesting about it? The course helped me think about leadership styles I have experienced in the past, along with starting to think about my own leadership style and where I want to be as a leader in the future. It was also great meeting participants from other Business Units.

How has it benefited you? It helped me to think about engagement and disengagement and how to improve things within my team. Coaching questions and genuine listening tips were useful. The course encouraged me to provide one-to-ones on a more regular basis. It helped me recognise my weakness – 'being the advice monster', and not the best listener.

What other positives are worthy of mention? The small learning groups are a great idea. Talking to different people outside of your BU about your current struggles and successes was very helpful. I do think time needs to be taken between modules to reflect and think about changes you want to make, allowing for further development of the skills acquired on the course. I certainly did this and can see the benefit already.



Tracey Canning,
Project Manager Telecoms

Course title:

Management Development Course

Course content:

Finding the balance between motivation, performance and development of your team (for first line managers/supervisors)

Why did you do it? I was interested in developing my leadership skills and it was recommended to me.

What was interesting about it? The facilitators used different learning tactics and the whole course was based on activities with an observational assessment at the end rather than the more common academic route requiring success over a certain level in a written assessment.

How has it benefited you? The course was of great benefit as we all received personal feedback on our leadership and management styles with affirmation on capabilities and strengths, which builds confidence within a management role. Since the course, I have applied many of the learned skills to my role and have seen great results in my managerial style.

"I have applied many of the learned skills to my role and seen great results in my managerial style"

What other positives are worthy of mention? The teams changed for each activity which kept the dynamics fresh.

I found the whole experience interesting, relaxed and was able to absorb more information than going down the usual academic style of training.



Course title:

Senior Management Programme

Course content:

Improved self-awareness about leadership style and impact on others (for middle/senior managers, or managers of managers)

Why did you do it? This was a chance to refresh my knowledge about leadership and self-awareness but with renewed focus, alongside peers in Galliford Try, and with the GT vision and ethos underpinning the experience. It would also enable me to pick up as new angles and to learn from others.

What was interesting about it? The course was very interactive and provided a safe space for candidates to talk – being open and honest is an important aspect of management. Other key elements included the need to foster trust, reliability, collaboration, agility, tolerance, clarity and resilience – all things that any successful leader needs.

How has it benefited you? One of the most memorable elements was around strategy and planning. You learn that despite the best laid plans, you must almost expect that plan to be subject to change - and if it does, then it is the ability to adapt and remain agile around that change when the time comes that matters; to have the confidence to expect it and tackle it without fear, and indeed, with confidence that your team and your leaders will support you in doing so.

What other positives are worthy of mention? I found plenty to enjoy. Positives range from simple items such as the co-ordination, communication and planning of the course from the L&D team, to structured activities planned into the course.

"Despite the best laid plans, you must expect to adapt"

Benefits of being GT

Evolve picks out highlights of our comprehensive rewards and benefits package



For more information visit:

Galileo > People > Reward

Continuous Professional Development

We pay for yearly membership to one recognised professional association relevant to your role



Agile working gives you more flexibility in when, where and how you work. Site and office staff can take advantage of a wide variety of practices, offering different amounts of structure, regularity and flexibility to suit your needs as well as those of your wider team.



Monthly paid employees are also entitled to life assurance of four times basic salary.



Paid volunteering days

All our employees have a chance to apply for up to two paid days of volunteering time a year.



Employee wellbeing

Our award-winning Be Well programme offers tools and support to help you manage your wellbeing at work and beyond.



The EAP is a 24/7 support service that provides free access to specialist support and information, including legal and financial matters, medical concerns, family issues, consumer rights and personal support through counselling.

Employee discounts

Perks for you and your family include savings on everyday shopping, luxury brands, tech, insurance and holidays. Featured brands include Tesco, Sainsbury's, Swarovski, Booking.com, Europcar, London Zoo, Cineworld and more.

Employee referral scheme

If you introduce someone to the company successfully then you are eligible to receive an introduction fee of up to £1,500 or two days of annual leave.



Private Medical Insurance

Eligible employees can join the
Galliford Try private medical
insurance scheme provided by BUPA. You
can include additional family members at
rates significantly below market prices.

Pension

Eligible employees are autoenrolled into a stakeholder pension scheme with total contributions ranging from 8%-13% of salary.



Cycle to work scheme

Our cycle to work scheme enables you to purchase bikes and accessories up to the value of £5,000 from eligible retailers at a discount of 25-39%, via a salary sacrifice arrangement.

Holidays

Typical holiday entitlement is 28 days plus bank holidays, and an additional days' holiday at 5, 10, 15 and 25 years' service. You can also purchase up to three additional days' holiday at the start of each year.



Do Good Feel Good

Our Volunteering
Scheme allows us all
to take two days of
volunteering leave
a year. Here's how
some of our people
have been using these
days to benefit our
communities



Blood, sweat but no tears from lifesaver Richard

"My experience of giving back to society has always been strong, and with the growing need for blood, it always gives me a feeling of satisfaction when I know that I've helped to change someone's life for the better. I've donated 19 times now, with my 20th session booked in January 2023 and it's always a positive experience. They say every donation saves up to three lives, so in theory I could have saved up to 57 lives so far, which is a heart-warming thought."

Richard Lake, Super User for the Shared Service Centre



Food for thought

"Volunteering is a great way for us to make a positive impact in the local community and we encourage everybody to utilise their two paid days of volunteering time each year. Hillingdon Foodbank, part of The Trussell Trust, is local to the Uxbridge office and provides short-term emergency food to individuals and families in the borough going through difficult times and crises. In total, the London South East team raised £411.65, invested 141 volunteer hours, and delivered 589kg of food and toiletries this year."

Lucy Shirley, Head of Marketing and Business Support for Building LSE&C



Textbook support from Phil

"I use my volunteering allowance to act as a governor to a local secondary school. We may take our skills for granted, but they are often really valued by local organisations. My experience in finance, risk management and sustainability are especially relevant to my role as governor, enabling me to contribute to the effective running of the school. This is an incredibly rewarding role, and I am grateful that our volunteering policy gives me the opportunity to support my local community in this way."

Phil Tompkins, Director of Risk and Sustainability



Raffaella makes her mark in Jamaica

"In June this year, I participated in a community development programme in Jamaica. I visited two local soup kitchens and put together and delivered care packages to the elderly and vulnerable in the community whose lives had been impacted by the pandemic. I also collected resources and raised funds to paint a mural, that I designed, at the Women's Resource and Outreach Centre in Kingston, Jamaica with a view to transforming a dull space."

Raffaella Roccoletti, Document Controller for Building LSE&C



Environment team walk the walk

Andy Taylor and colleagues from the Environment team arranged an 11-mile charity walk on Dartmoor in support of Meningitis Now and the Devon and Cornwall Air Ambulance. The walk was well-supported with 27 volunteers undertaking the circular walk from Burrator reservoir to Princetown and back. A total of £830 was raised to be split equally between the two charities.

Andy Taylor, Delivery Manager for Environment

Do you want to start your volunteering experience?

As well as being a great way to give something back, volunteering and doing good things for others is scientifically proven to make us happier and healthier. For this reason, everyone at Galliford Try is encouraged to take up to two days of paid leave for volunteering a year.

Learn more by visiting: Galileo > People > Rewards > Volunteering. Remember to log your time off as 'Special Paid Leave' in Oracle so we can add up all the good work we are doing - and send your stories to the Comms team.



Doing the right thing

As well as having a duty to do the right thing, it is also important for us to speak up if we see or suspect wrongdoing or any breaches of our Code of Conduct or our policies and procedures. Raising a concern could not only protect the Group and employees from legal action, but it could save lives.

In the vast majority of situations, these concerns can be resolved informally with your line manager/supervisor, department head/director, or the department specified in the corresponding section of the Code.

Alternatively, you can raise a concern using 'Safecall', our independent and confidential reporting line that is available all year round. Callers do not have to identify themselves and can choose to remain anonymous. Call 0800 915 1571 or visit www.safecall.co.uk/report.

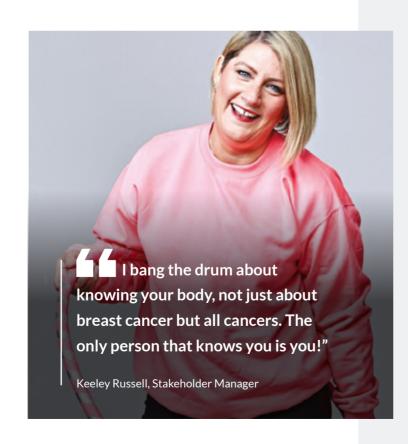
Keeley becomes face of 'Wear it Pink' for Breast Cancer Now

Keeley Russell, Stakeholder Manager for Galliford Try's A47, has become the face of Breast Cancer Now's 'Wear it Pink' campaign, one of the biggest fundraising events in the UK.

In 2018, Keeley was diagnosed with breast cancer at the age of 41 and had to undergo surgery, chemotherapy and radiotherapy as part of her treatment. She began to spread awareness of breast cancer and the misconception that only older women can be diagnosed with it.

She said: "Two years post-treatment and four years since diagnosis, I would like to think my story is a positive one. I know it is not that way for everyone, so I'm grateful.

"If you have taken the time to read this, then this message is for you. If you notice a change in your body, get it checked. Anything out of the ordinary...get it checked."



Sam means beesness with world record attempt

Sam Landrigan from the Highways business's A303 scheme in Somerset recently decided to combine his passion for beekeeping with a lifelong ambition to set a world record for the fastest time to complete a half-marathon (13.1 miles) in full bee-keeping gear.

Donning his bee-keeping suit, complete with hood, gloves and boots, which weighed in at around 12kg, Sam completed the half marathon in two hours and 36 minutes. All being well, it will be a Guinness World Record, so fingers (and wings) crossed for Sam.

Through his attempt, Sam raised £1,370 which was match funded by Galliford Try bringing the total to £2.740 for We Hear You. The charity provides free therapeutic support for children and families in Bath, Somerset and Wiltshire who are affected directly or indirectly by cancer and other lifethreatening conditions.

He said: "Running in a bee suit was much hotter than I imagined and also worse than the wellies. It wasn't until mile nine that my feet were really hurting, which surprised me. How I got through it without blisters is beyond me – must have been the ankle tape and the three pairs of socks!"





Leslie Fraser celebrates a remarkable 55 years with us

Leslie Fraser, nephew of Morrison Construction founder Alex Morrison, celebrated his 55th anniversary with us over the summer. His notable milestone was marked with a celebratory afternoon with colleagues in Inverness.

Since 1967, 71-year old Leslie has seen significant changes to the construction industry, not only to the Morrison Construction name that was formerly known as Morrison Builders, which was founded in the Scottish Highlands by his uncle in 1948, but from an era that had no power tools, computers, phones or any other electrical or battery powered devices to help assist on site and in the workshop.

Looking back on his five decades as a Chargehand, Leslie shared with us a few inspirational words to live by: "If you hire people just because they can do a job, they'll work for your money. But if you hire people that believe what you believe, they'll work for you with blood, sweat and tears."



Tom McClenaghan among Scotland's Most Promising

Site Agent Tom McClenaghan has been crowned CECA Scotland's Most Promising Technician, which recognises the brightest and best new talent in the industry.

I am very grateful to the company for giving me this award and recognising my hard work. It was an excellent achievement for me and a testament to the company's appreciation"

Starting with Morrison Construction in 2017 as a Trainee Technician, Tom has continued to build on his enthusiastic and hardworking work ethic and demonstrates all the behaviours and skillsets to progress into a senior management role within the GT business. His value, potential and proactive 'can-do' attitude was quickly spotted by his peers and superiors and is a vital member of the team in which he works.



Copper the dog makes first arrest

Copper, a German Shepherd, a police dog part funded by Galliford Try as a Fusion 21 supplier has made his first arrest.

Last year, the team donated £2,500 to help sponsor a puppy with Surrey Police Dog School. After completing his training course, Copper qualified as an operational police dog with an important role in keeping the community safe.

Geoff Wiltshire, Dog School and Operational Manager for Surrey and Sussex Police, said: "Our dogs carry out many diverse and challenging roles. They search for explosives, drugs, and cash. They find missing and vulnerable people and they often find the important missing link in many crimes... few dogs make it through our puppy system and remain with Surrey and Sussex Police."

Copper received his first call to action - a suspected robbery - in the dead of the night. The suspect tried to flee the scene, but Copper found him hiding in the bushes and quickly detained him before arrest.

James Liddle, Area Manager for GTFM, said: "Having worked with Surrey Police for three years, we see first-hand the importance of well-trained dogs to the police service and community. Copper is a perfect example of what a police dog should be, and we're delighted to have sponsored him."



Win £100 of vouchers

We are giving you the chance to win £100 of Amazon vouchers by taking part in our competition. All you have to do is tell us the cyber security and data protection considerations shown by each number.

Please send your entries to group. communications @ galliford try. co.uk by 31 January 2023 for a chance to win. A chance t

34 2022 highlights 2022 highlights 35



Contractor of the Year

Our Environment business was named 'Contractor of the Year' at the Water Industry Awards, organised by *Utility Week Innovate*. The title was bestowed on us in recognition of the significant strides we have made in the last 12 months, including the highly successful acquisition and integration of the nmcn water business.

As one of the biggest players in the water sector, I am delighted that our hardworking teams have been recognised for their excellence in this way"

We also claimed praise as finalists in the categories of 'Digitalisation Project of the Year', 'Partnership of

the Year' and 'Customer Initiative of the Year'.

The event kicked off a season of awards, during which Environment scooped accolades for innovation, customer experience and sustainability (page six).

Steve Slessor, Managing Director of Galliford Try's Environment business, said: "This was a fantastic night for Galliford Try, earning the coveted title of Contractor of the Year, as one of the biggest players in the water sector, I am delighted that our hard-working teams have been recognised for their excellence in this way at this important award ceremony.

"I congratulate all of our finalists, winners and everyone involved for their well-deserved success across these areas that are so crucial to our Sustainable Growth Strategy."

