

INNOVATION IN REGENERATION

Stuart Gibbons explains the Partnerships growth story: **P14**

KEEPING YOUR NEW YEAR'S RESOLUTIONS

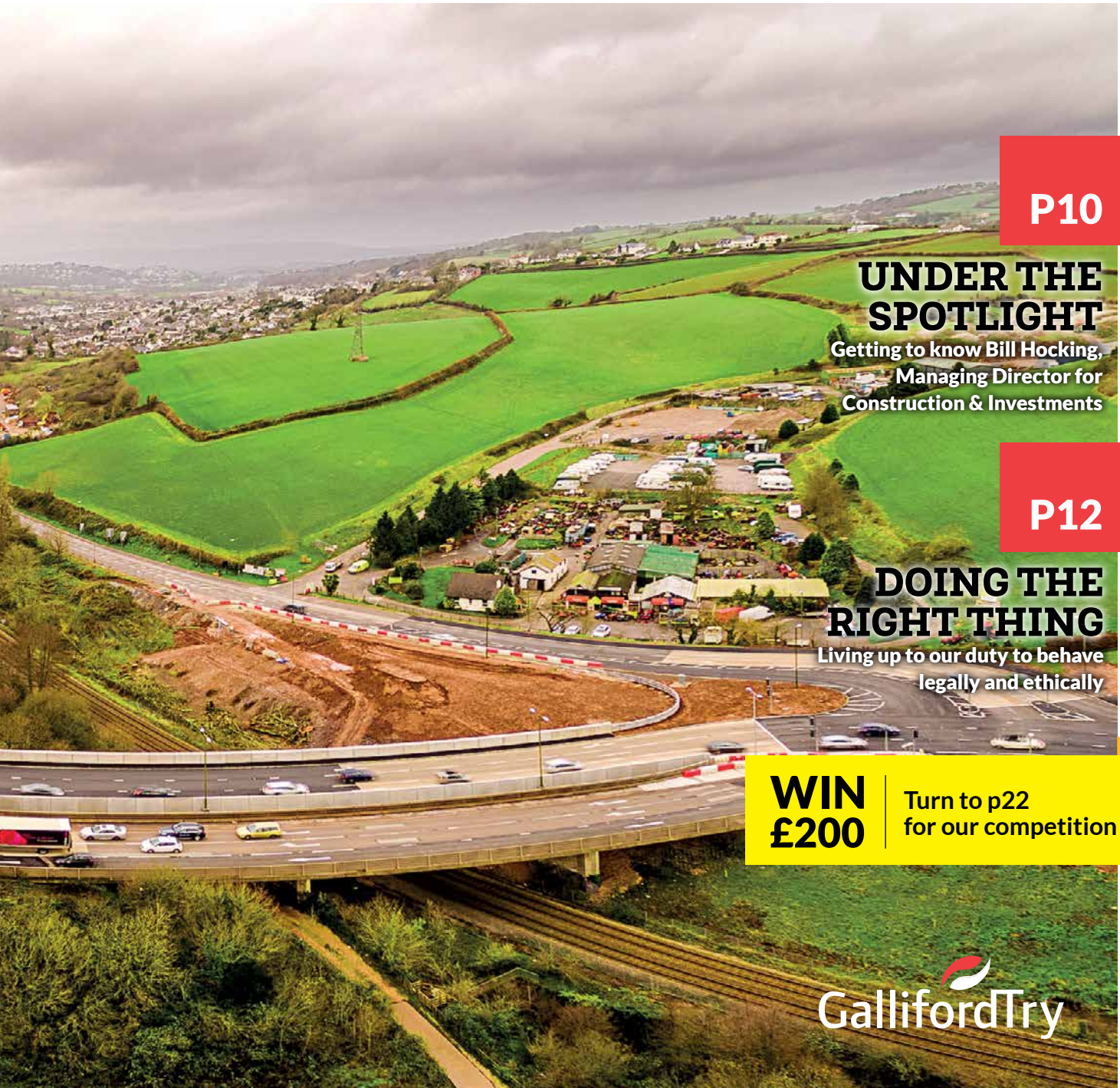
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EVOLVE

SPRING**2016**
Your employee magazine



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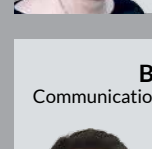
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EVOLVE

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



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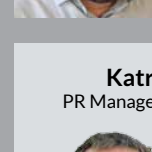
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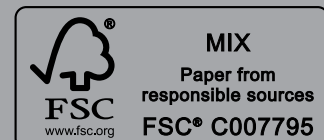
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Evolve's commitment

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MESSAGE FROM THE CHIEF EXECUTIVE

Hello and welcome to *Evolve*,

Since joining the business in October, I have spent the last few months going around our sites and offices and meeting as many of you as possible, while learning more about our business from you.

I have certainly been impressed by the passion and commitment that I have seen out there and I think that this is clearly reflected in the half year results, where we achieved another record profit of £52.9 million for the year up until 31 December (page six). For people on the outside looking in, growing our profitability year-on-year may look simple, but I for one do not underestimate the skill and determination needed to make this happen.

We also announced alongside the results that Ken Gillespie, our Chief Operating Officer, will retire at the end of February 2017. Ken has been an outstanding leader of our Construction business, overseeing its significant growth, and also guiding the business through difficult times over the past few years when many of our competitors have suffered significant losses. After 20 years with the Group, he will be sorely missed and I would personally like to thank him for the invaluable support he has shown me since I joined the business.

“OUR VISION, VALUES AND BEHAVIOURS ARE SOME OF THE THINGS THAT UNITE US SO STRONGLY AS A BUSINESS, SO IT IS IMPORTANT WE ALL CONTINUE TO LIVE AND BREATHE THEM”

Ken will gradually hand over his responsibilities to Bill Hocking who has already made a significant impact in Construction (page 10).

The Partnerships business remains, for me, one of the most exciting opportunities for the company in the current environment where there are many opportunities we can take advantage of. Partnerships has also been working hard on its new brand and market positioning and you can find out, from Stuart Gibbons, what this means for the business (page 14).

You will have recently received a copy of the Code of Conduct with a letter from me in the post. Our vision, values and behaviours



are some of the things that unite us so strongly as a business, so it is important we all continue to live and breathe them (page 12). We encourage you to nominate a colleague who you think has epitomised our values for your chance to share £200 of vouchers, as seen on page 22.

Outside the business, there is uncertainty in the wider financial environment with concerns over the world economy and the upcoming EU referendum. Uncertainty can lead people and businesses to avoid taking decisions in the short-term which can impact our business. We must ensure that we are prepared for choppy waters, should they come, but the strong fundamentals of our business mean that over the longer-term we have a very bright future ahead.

Finally, thank you again for all of your hard work in the first half of the year. As we move forward, our focus should be on delivering excellent services to our customers and clients, and building on the progress we have made to date.

Peter Truscott



DENTAL HOSPITAL RECEIVES ROYAL SEAL OF APPROVAL

Her Majesty the Queen unveiled a commemorative plaque at the new Birmingham Dental Hospital and School of Dentistry during an official ceremony.

The royal party enjoyed a guided tour of the new building, which will provide a range of high-quality clinical dental services for the public in one wing, and, in a second wing, research facilities and a

learning environment for more than 600 undergraduate and postgraduate students.

Galliford Try handed over the new facility, one of only 10 dental hospitals in England, to Birmingham Community Healthcare NHS Trust and the University of Birmingham in February.

John McCabe, Project Manager for Galliford Try Building East Midlands, said:

“A STATE-OF-THE-ART BUILDING, WORLD-CLASS RESEARCH FACILITIES AND MODERN LEARNING ENVIRONMENT COMPARABLE TO THE BEST IN THE WORLD”

“It is tremendously satisfying to work on projects such as this that create such significant value and deliver real benefits to the local community.”

John Taylor, Chairman of Birmingham and Solihull LIFT, which chose Galliford Try as main contractor on behalf of the stakeholder group, added: “I am sure our NHS and University partners, staff, students and the people of Birmingham will be extremely proud of this state-of-the-art building, world-class research facilities and modern learning environment, which is comparable to the best in the world.”

ROADS MINISTER OPENS NEW HIGHWAY

The new South Devon Highway was officially opened on 22 February.

Representatives from Galliford Try joined Roads Minister Andrew Jones MP at a ribbon-cutting ceremony to mark the event.

Peter Truscott, Chief Executive of Galliford Try, said: “This project has been

an exemplar and is what Galliford Try is all about. With a project of this size and complexity, we have had to use all our ingenuity and expertise to ensure it kept to budget and even more remarkably, finished ahead of time. It speaks volumes about the level of collaboration on the scheme.”



From left: Infrastructure Division Managing Director Tom de la Motte, Project Director Chris Hastings, Mr Jones, Chief Executive Peter Truscott, Highways Managing Director Nick Cleary, Infrastructure Finance Director Richard Ansell and Project Technical Manager Ian Yelf

DEPUTY FIRST MINISTER VISITS HUB SITE

The team from Royal Edinburgh Campus welcomed Deputy First Minister, John Swinney MSP, on site to showcase the community benefits being delivered through the investment in a new, fit-for-purpose specialist mental health facility for people living in Edinburgh.

The visit to the Hub South East Scotland project came ahead of Mr Swinney’s budget announcement during which he talked about the importance of protecting

and prioritising key public services.

Mr Swinney was eager to meet with people who have benefited directly from opportunities created through infrastructure investment and was introduced to Trainee Groundworker William Johnstone and Bricklaying Apprentice Dean Morton who work on the site with subcontractors WH Malcolm and AJM Contractors Ltd, respectively.



The Deputy First Minister with Professor Alex McMahon (NHS Lothian), Paul McGirk (Hub South East), Andrew Milne (NHS Lothian), David Wilson (Morrison Construction) and trainee William Johnstone on site at the new brain injuries unit

LINDEN HOMES GAINS INCREASING RECOGNITION FOR SUSTAINABILITY

- Wins 'Silver' in the Sustainable Developer category of the *What House? Awards*
- Improved score in NextGeneration sustainability benchmark of the UK's 25 largest homebuilders
- Highly commended for low carbon credentials at *Housebuilder Awards 2015*

Linden Homes is continuing to play a leading role in sustainability.

In November's *What House? Awards*, one of the industry's most prestigious prize-giving events, the business was presented the Silver award for 'Sustainable Developer of the Year', having demonstrated that sustainability is both embedded in the business, and is a fundamental part of the strategy for growth.

Hot on the heels of the award, Linden improved its performance in the NextGeneration benchmark for the third year running, achieving 74%, and winning a Silver award for its performance against criteria relating to high-quality, sustainable housebuilding.

Across the awards, recognition was given for reducing carbon emissions, continued performance in diverting waste from landfill, staff time given to charitable causes and work in the community through the Linden Homes Foundation.



“SUSTAINABILITY IS EMBEDDED IN THE BUSINESS”

Environmental progress was reinforced at the *Housebuilder Awards* where Linden Homes South West came under the spotlight again for its energy efficient and eco-friendly homes at the Home @ Heartlands development in Cornwall. The development (*pictured above*) was highly commended in the category of 'Best Low or Zero Carbon Initiative'.

Andrew Richards, Linden Homes Group Managing Director, said: "These achievements show we are very much on the right track and our efforts and results are being recognised by industry experts. We want to build on these accolades and create even more homes that are even more sustainable for our customers and communities."



INFRASTRUCTURE PROJECT OF THE YEAR

The team behind the Colwyn Bay Regeneration Scheme is celebrating success after receiving the prize for 'Infrastructure Project of the Year' at the 2015 *Builder & Engineer Awards*.

In selecting a winner of the award, judges were looking for projects that have made a difference to the lives of people living in the communities the projects have been built in, and Colwyn Bar ticked all the boxes.

The project by Galliford Try Civil Engineering is designed to bring substantial improvements to the coastal area around the resort in North Wales. It involved raising the beach level in addition to the construction of a new promenade and further public realm works.

Construction Manager Dave West said: "We are delighted with this award which recognises the part the project plays in Conwy County Borough Council's regeneration strategy by strengthening coastal protection and improving the lives of those near the scheme, creating a high-quality space for the public to enjoy."

STRONG PERFORMANCE IN FIRST HALF

The Group has once again announced record results for the first six months to 31 December

Linden Homes made significant progress on margin as well as increasing its outlet numbers and unit sales per outlet. Galliford Try Partnerships' operating margin increased, reflecting a high proportion of mixed tenure while demand for contracting in the affordable market continues. Construction margins remain stable, with the market slowly improving; revenue has increased while the order book has reached a record number.

Peter Truscott, Chief Executive of Galliford Try, said: "All of our businesses performed well in the first half of the year. In Construction, we have a record order book of £3.7 billion which will support our growth going forward. Although margin growth is slower than I would have hoped for, this is a result of a small number of legacy contracts which will be concluded shortly, and the delay of some new, higher margin work.

"PARTNERSHIPS OFFERS US REAL DIFFERENTIATION"

"In Linden Homes, I am delighted that our operating margin has reached 17%. As part of our move towards greater standardisation, we have had to take some difficult decisions which unfortunately affected a number of people and resulted in the closure of our Totton office. Going forward, these changes and our plans to open another business unit in Yorkshire will give us a better balance of businesses and geographies.

"The growth in Partnerships' landbank for mixed tenure from 1,700 to 2,700 plots in the first half of the year was outstanding. The key to margin growth here is getting a higher proportion of mixed tenure completions where we take some risk and get higher rewards. Partnerships offers us real differentiation against our competitors and is a part of the company I would like to see move forward at a good pace to take advantages of opportunities out there.

"Thank you to everyone for all the considerable effort that has made all of this possible."

Download the report

To read the full statement visit: www.gallifordtry.co.uk



NEW BUSINESS FOR PARTNERSHIPS

Partnerships has enjoyed a successful period, picking up several key contracts over the past few months. Financial close has been reached with the ExtraCare Charitable Trust (ECCT) to build a £45 million extra care village in High Wycombe. The contract is the eighth such project for the ECCT and will involve the construction of 260 apartments alongside health and leisure facilities.

Partnerships has also secured a 116-home £16 million scheme for Birmingham Municipal Housing Trust in the city. Finally, the business has been appointed to the North Yorkshire County Council's Extra Care Housing Programme Framework and the Hyde Housing Group Main Contractor Framework.

DEFENCE WINS

Galliford Try's Defence team has won places on two major new frameworks on the Ministry of Defence's Next Generation Estates Contracts (NGEC) programme.

Procured by the Defence Infrastructure Organisation (DIO), the frameworks cover the South West and South East regions and are worth up to a total of £1.1 billion, initially over a four-year period. The Building division is already a member of the DIO's Scotland regional framework and the National Capital Works framework.

EDUCATION ON THE BOOKS

The Building division continues to add to its education portfolio, with the addition of a further £85 million worth of contracts.

Morrison Construction has been named preferred contractor by Hub South West Scotland for the £43.3 million construction of the Largs education campus (see below). Meanwhile, in England, Galliford Try reached financial close on the £41.9 million Greenwich, Lewisham and Croydon batch of schools with the Education Funding Agency through the Priority School Building Programme.

The Group has a growing presence in the education sector, with an order book of more than £1 billion and just over 70 schools on site.





ENTERTAINMENT COMPLEX OPENS ITS DOORS

One of the first resorts of its kind in Europe welcomed its first guests in October, offering a Vegas-like experience and making Birmingham the home of the UK's premier entertainment destination.

Known as Resorts World Birmingham, the £89 million development is situated on the NEC (National Exhibition Centre) site and has been under construction for the past two years.

“IT BRINGS A HOST OF RETAIL, NIGHTLIFE, BUSINESS, ENTERTAINMENT AND HOSPITALITY FACILITIES ALL UNDER ONE ROOF FOR THE VERY FIRST TIME IN EUROPE”

The 12-storey complex takes the shape of a cruise ship and boasts 18 bars and restaurants, a 50-shop retail outlet, the UK's largest casino, an 11-screen IMAX cinema, a spa, conference and banqueting facilities and a luxury 178-bedroom Four Star hotel.

The facility has been developed on behalf of Malaysian conglomerate Genting and joins a family of Resorts World destinations across Asia and the US.

Commenting on the delivery of the scheme, Galliford Try Building East Midlands Senior Project Manager Graham Weatherley said: “Resorts World is a truly impressive scheme which brings a host of retail, nightlife, business, entertainment and hospitality facilities all under one roof for the very first time in Europe. We are delighted to, once again, be involved in the delivery of a landmark scheme in the region and beyond, and build on our track record in this key sector.”

Read all about it SINGER OPENS COMMUNITY CAMPUS

Alford Community Campus was officially opened by singer and ex-pupil Emeli Sandé with a performance of her hit song *Read All About It*. She went on to sing *Next to Me* with the school choir, which is led by her father, who is a teacher at the school, and unveiled a plaque to mark the event.

The £37 million project is the third school Morrison Construction has completed for Aberdeenshire Council in the past year. It replaces the former primary school and academy with a new facility for pupils in early years, primary and secondary education and provides community facilities including a library, theatre, dance studio, sports halls, gym, community rooms and swimming pool.

Demonstrating its significance in the community, more than 3,000 residents have used the facilities since its opening.

Speaking on behalf of the delivery team at Morrison Construction Building, Jim Hanna, Project Director, said: “We are delighted to have built on our relationship with Aberdeenshire Council and hub North Scotland through this project, and are immensely proud to have been involved in bringing this fantastic new resource to fruition for the local community.”



APPOINTMENTS & PROMOTIONS

Bill Hocking appointed Managing Director of Construction & Investments



Bill takes additional responsibility for Investments, Facilities Management and Specialist Services following Ken Gillespie's announcement of his wish to retire in February 2017. From 1 August, Bill will become Chief Executive of Construction & Investments.

Jim Parker joins as Managing Director of Galliford Try Building North West



Joining from ISG plc where he was latterly Regional Director for the Northern division, Jim assumes this role with more than 30 years' experience. He succeeds Ed Wootton.

Jon Marston promoted to Managing Director of Galliford Try Building East Midlands



Jon has been promoted to lead the business unit, taking over from Sean Bowles who left in February. Jon has been with the Group for more than 20 years and was formerly Area Director.

Keith Yarham appointed Defence Director for Galliford Try Building



Keith has over 18 years' experience in the sector, both as a contractor and as a civil servant in the Ministry of Defence. He takes over from Bob Batty, who retires this summer, and will report to Ian Jubb.

Chris Slidel promoted to Commercial Director for Galliford Try Building



Chris has been with the business for 28 years and moves up from his previous role as Commercial Director for East Midlands to take over responsibility for the division, reporting to Mick Laws.

Phil Chapman joins as Managing Director for Linden Homes South



Joining from Taylor Wimpey where he was Managing Director for the West London business, Phil has 25 years' experience in the industry and has worked for Bryant Homes and Charles Church.

HELP TO BUY GETS 37% OF LINDEN CUSTOMERS ON PROPERTY LADDER

Just ahead of Help to Buy's third anniversary in April, Linden Homes has announced key findings about how people are using the scheme to start climbing the property ladder or to rise up a few rungs

More than 1,500 people - over a third of all Linden Homes buyers - have used Help to Buy to purchase a Linden Homes property. The government equity loan gives buyers up to 20% towards the cost of a new home priced up to £600,000, leaving them to pay just a 5% cash deposit, and a 75% mortgage to make up the rest.

Andrew Richards, Group Managing Director at Linden Homes, said: "Help to Buy has assisted so many people - not only getting them on the ladder, but giving families that extra boost they need to move to a larger home to fit their family and lifestyle.

"We welcome the government's ongoing commitment to this key enabler and their decision to launch a 40% London Help to Buy scheme where above average house prices are still a hurdle for homebuyers."

Key statistics

69% of Linden Homes' Help to Buy customers were first-time buyers.

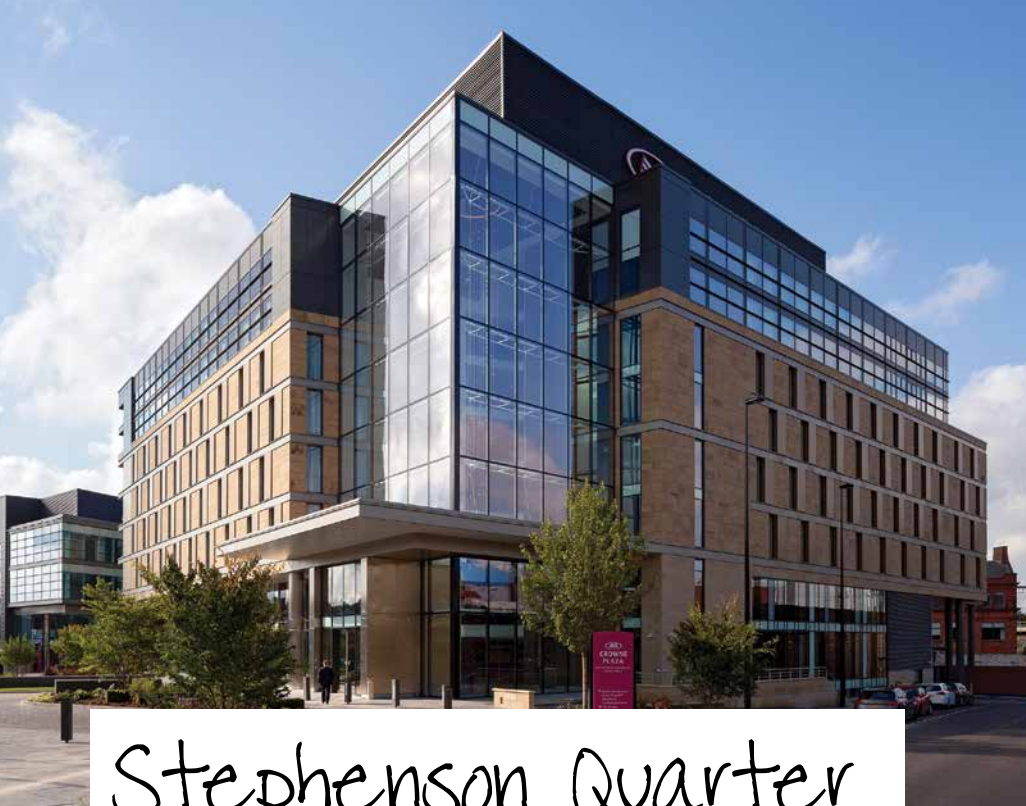
39.5% Linden Homes Eastern had the largest proportion of buyers using Help to Buy - making up 39.5% of sales.

35% Linden Homes Midlands followed closely behind with Help to Buy making up 35% of sales since April 2013.

SE The highest proportion of first-time Help to Buy customers was in the South East of England.

£269^K Across Linden Homes, the average Help to Buy house price was £269,674. The highest average price was £407,107 and the lowest was £192,455.

32% Teachers make up 32% of the top 10 occupations who have used the equity loan.



Stephenson Quarter QUESTIONS WITH THE PM

Newcastle’s most luxurious and contemporary hotel, the focal part of a major mixed-use development by the Clouston Group at the gateway to the city, opened its doors to the public last year. Galliford Try Building North & Scotland Project Director Sean Sweet gives us a snapshot of the project

Q What did the project entail?

A Our involvement in Stephenson Quarter was the construction of a 251-bedroom, eight-storey Four Star Crowne Plaza hotel, the provision of 35,000 sq ft of high specification office space, and a 350-space multi-storey car park.

It is the culmination of public and private collaboration between Newcastle City Council, North East Local Enterprise Partnership, Clouston Group, Aviva, Royal Bank of Scotland and Galliford Try born out of a vision to revive a neglected area of the city and bring it to life as a thriving business and leisure district - all while retaining its heritage and proud history.

Q Were there any challenges during the build?

A Logistically, we had a very tight site. The Newcastle Metro tunnel passes directly below the site; we were adjacent to the Newcastle Central Station mainline and the other sides of the site were bounded by industrial buildings and busy roads. As a result, we had a lot of interface with Network Rail and other parties to ensure the smooth delivery of the project.

Being in such a visible location also meant we had to uphold very high levels of Considerate Constructors Scheme standards on the site, resulting in certification of ‘Performance Beyond Compliance’.

Q How did you make a positive impact on the local area?

A We had close relationships in place with local schools and colleges to promote the construction industry and facilitate a training programme. We used local schemes to employ around 100 people from a five-mile radius and encouraged everyone on site to use local shops and facilities. We kept the community informed of our works through monthly newsletters.

Q Tell us about a highlight for you and the team on the project?

A The hotel delivery went really well – on time, on budget and to a very high standard. It has been branded ‘a shining beacon’ of the hotel brand’s ‘momentum and bright future’ and become a benchmark for Crowne Plaza hotels in the UK. It’s been a fantastic effort from all the team to get to this place and it is something we are all very proud of.

“THE PROJECT HAS BEEN BRANDED ‘A SHINING BEACON’ OF THE HOTEL BRAND’S ‘MOMENTUM AND BRIGHT FUTURE’”

INTERVIEW WITH BILL HOCKING



Having joined the Group six months ago, Bill Hocking, the newly-appointed Managing Director for Construction & Investments, talks to *Evolve* about his passion for construction, what led him to where he is today and what is key for us as we grow as a company

Growing up as a boy in Zimbabwe, Bill had a vibrant upbringing, enjoying the African landscape and diverse wildlife.

As a child, his ambition was to become a farmer, but Zimbabwe (then Rhodesia) was torn by civil war, and he could not see a long-term future in it. With a desire to work outdoors, and inspired by his grandfather who ran a successful building company, he decided to pursue a career in civil engineering. To this day, his passion for construction is evident.

"I think we underestimate the impact we have on people's lives," he said. "I love my job and I love that what we build will be there for the rest of our lives whether it is schools, hospitals, roads

or bridges. It's tangible. You can see and feel it. By creating the environments we do, we improve people's lives."

Bill left Zimbabwe to continue his studies at Durban Technikon in South Africa where he was sponsored by contractor Murray & Roberts to carry out a sandwich course in civil engineering. This involved combining practical experience with academic study over four years. It was there, in his early twenties, that Bill met Chris Koch, who became a lasting inspiration to him.

"He was an intelligent guy, full of energy, drive and, most importantly, he gave a chance to people he saw potential in, and then he supported and mentored them," he explained.

This instilled a great belief in Bill about the role of leadership and the importance of a strong team dynamic.

"BY CREATING THE ENVIRONMENTS WE DO, WE IMPROVE PEOPLE'S LIVES"

"Good leaders can recognise and unleash potential. They understand that it takes a team to achieve anything and that it's very important to have the right people in the right positions and give them the opportunity to grow. They are open, transparent, engaged and inclusive, and most importantly, they lead by example," he said.

The next key change for Bill came in the late 1980s, when he responded to an advert calling for civil engineers to work on the Channel Tunnel Rail Link (CTRL) in the UK.

"I got the job, came over here in January of 1990 and have been here ever since. Mind you, CTRL didn't start for 10 years after I arrived," he laughs, "but that's construction!"

Last year, Bill made another big move, coming to Galliford Try after 25 years at Skanska. He admits he was struck with a mix of excitement and trepidation when he was offered the position – but he's never looked back.

"There was excitement, but I was also stepping into the unknown. I am very happy I made the move; I am re-energised personally and what I have found at Galliford Try is really great people, a good, repeat client base and a fantastic footprint across the UK. Our biggest strength is that we have national capability, delivered on a local level with teams who truly understand their clients and local issues."

That said, he acknowledges that when a company grows as quickly as we have, there is work to be done to ensure that the foundations of the business are sound.

"The Business Management System is the operational heart of our business. Its contents are excellent but it needs to be easier to access, easier to read and understand, and link better between systems including operations, safety and so forth.

"OUR BIGGEST STRENGTH IS THAT WE HAVE NATIONAL CAPABILITY, DELIVERED ON A LOCAL LEVEL"

"Good, lean, easy to use processes help people to do their jobs more efficiently and more consistently, and lead to better outcomes for the company.

"The new intranet project, which is in its early stages, will help with this, allowing us to share good practice better and providing access to the tools that allow us to gain more consistency in what we do," he explained. "We are quite spread out geographically and my vision is for a more connected business delivering locally to common underlying systems with a leading approach to health and safety, a solid learning and development programme, robust IT platforms and, above all, excellent communication that helps everyone to feel part of the business."

One point he commonly returns to is the importance of people. "Without our people we have no business and so we need to make sure that we can attract and retain the right calibre of people to sustain our growth aspirations."

As well as that, he believes in playing our role in society as well as providing a good return for our shareholders, saying there's a moral imperative and a business imperative. This quickly brings Bill to another important area for the Group, and something he prides himself on personally - *Doing the right thing*. For him, in a company with as diverse an offering as ours, it is "the glue that holds us all together."

"All these things come together to produce a company where people want to work," he said. "We have the right people and values, a solid position, and with the markets in our favour, the future for Galliford Try looks bright."

GETTING TO KNOW... BILL



My friends and family would describe me as... fun...

but they'd say I like things done my way (*laughing*). I do like to win, most of the time, except for with the kids - Hannah (7) and Thomas (5). They always win.

The first thing I do when I get home from work is...

see the kids. Weekends are wall-to-wall sport. It's hockey, rugby, swimming and then, depending on the seasons, tennis and golf.

Not many people know that... I'm lucky to have my sight. I was rock climbing in Zimbabwe when I got venom in both eyes thanks to a Mozambique spitting cobra. I couldn't see or do anything for days. It gave me a real appreciation of what it must be to be blind and it has stayed with me to this day.

If I wasn't in Construction, I would be... a chef. I have a real passion for it. I'm a keen cook at home when I get the chance, but nowadays my wife does most of the cooking and I have been demoted to sous-chef. I had a great day just before Christmas when I went on a day's cooking course with Raymond Blanc's team.

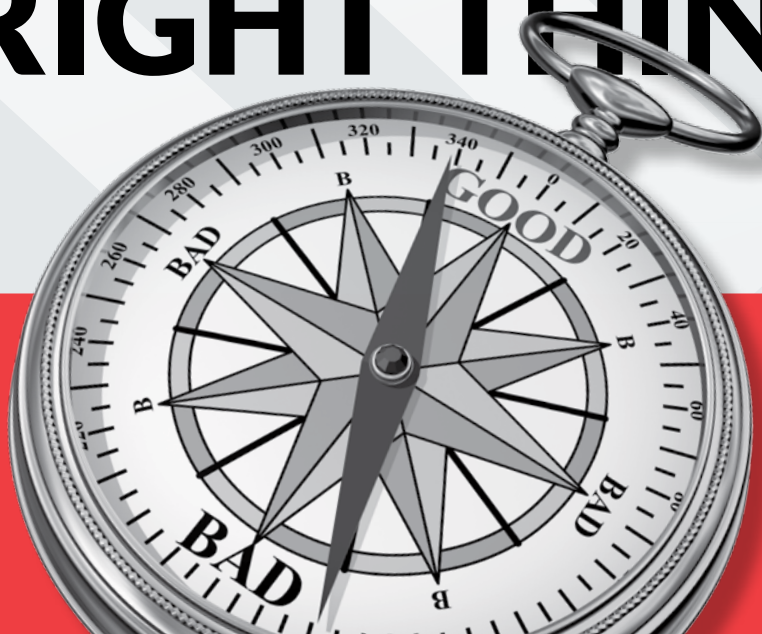
If I could have one superpower it would be to... read people's minds... **so that I could...** get to the nub of things quicker.

I am right when I say that... I'm always right (*he laughs*)... **but no one will agree with it.**

My guilty pleasure is... Golf! Because I don't get much of an opportunity to play these days. It is a guilty pleasure because I could be spending time with the family. As much as it's important to spend time with family, time to yourself, occasionally, is also important.

The motto I live by is... be true to yourself and to others. Life is about family, integrity, a satisfying career, having fun and ...doing the right thing.

DOING THE RIGHT THING



Where does your moral compass point?

Excellence, passion, integrity and collaboration are the values that unite us as a Group. Building on these values, *Doing the right thing* - our Code of Conduct - is a programme which encourages us all to live up to our duty to behave responsibly, both morally and legally. *Evolve* breaks down what you need to know about it and what it means for you

WHAT IS THE CODE?

The Code is a collection of principles that set out how we work and what we value. Think of it as a framework that builds on our values to outline how to work, how we should behave and minimum standards we should all expect. It is designed to ensure everything we do is in line with our beliefs, as well as being legally compliant and ethically acceptable.

DOWNLOAD THE CODE OF CONDUCT 



WHAT'S HAPPENED SO FAR?

Earlier this year, the Group's leaders met at the Managing Directors' Conference to discuss key themes for the year ahead. *Doing the right thing* formed a cornerstone of the event, with all attendees pledging their commitment to achieving high ethical standards. In the following weeks, briefings on doing the right thing have been taking place across the company and all employees, supply chain members and joint venture partners have received a copy of the Code.








WHAT'S THE ADVANTAGE TO US AS A BUSINESS?

Doing the right thing demonstrates that we adhere to strong ethical standards. This helps us to sustain the reputation we have worked to achieve as a leaders in our field, while also helping to maintain our stakeholders' trust in us. This is good for business as well as the right thing to do.

People also want to work for organisations they have heard good things about, which helps with recruitment and retention. The same principle applies to our supply chain and customers – they want to work with reputable companies. Doing the right thing also helps us to get things right the first time, saving us time and money, and giving us a better output. We are also more likely to do better if we believe in what we are doing.

WHAT'S IN IT FOR YOU?

Following our Code of Conduct protects us, as individuals and as a business, in an increasingly competitive and regulated environment. It provides:

-  A sound definition on what you can expect from the company.
-  Clarity around what is expected of you.
-  Guidance about how to raise a concern if things go wrong.
-  The confidence that your concerns will be heard, taken seriously and dealt with confidentially.
-  The reassurance that we can all go home knowing we have done the right thing.

HOW TO DO THE RIGHT THING

Every one of us is an ambassador of Galliford Try and our brands and so how we conduct ourselves reflects on each of us individually and also as a business. It is important, therefore, that we use the Code to help us make the right decisions.

If you ever find yourself in a situation where you are unsure about how you should behave, ask yourself the following questions:

Is it legal?

Does it align with our values?

What are the consequences of it?

Am I comfortable with it?

SEE IT, REPORT IT, SORT IT

If you see or suspect breaches of the Code, please report them to those referenced in the corresponding sections of the Code or contact Safecall, the Group's anonymous whistleblowing hotline, on 0800 915 1571. Your call will be dealt with by a skilled and experienced team in the strictest of confidence.

WIN £200

Turn to page 22 to learn how you could share £200 of vouchers with a colleague by demonstrating our values.





INNOVATION IN REGENERATION

Stuart Gibbons, Managing Director of Galliford Try Partnerships, explains the driving force behind the creation of the division's new brand

As the latest half year results demonstrate, Galliford Try Partnerships remains a genuine success story for the Group, with continued growth and increasing margin. We are recognised as one of the Group's three main businesses and we are now subject to the greater scrutiny that brings. So far, that exposure has been positive and people inside and outside our organisation can see that we have strong prospects for future growth and continued development of the business.

The model we built back in 2010 when I became Managing Director of the newly-formed Partnerships division, was to promote ourselves among the client group and forge a reputation as contractor that was responsive to clients' needs and produced a high-quality product for their customers.



“We will play our part to increase the supply of housing and help build sustainable communities. We will do this by being a true partner to our clients, customers and colleagues, adopting collaborative approaches that drive innovation in regeneration.”

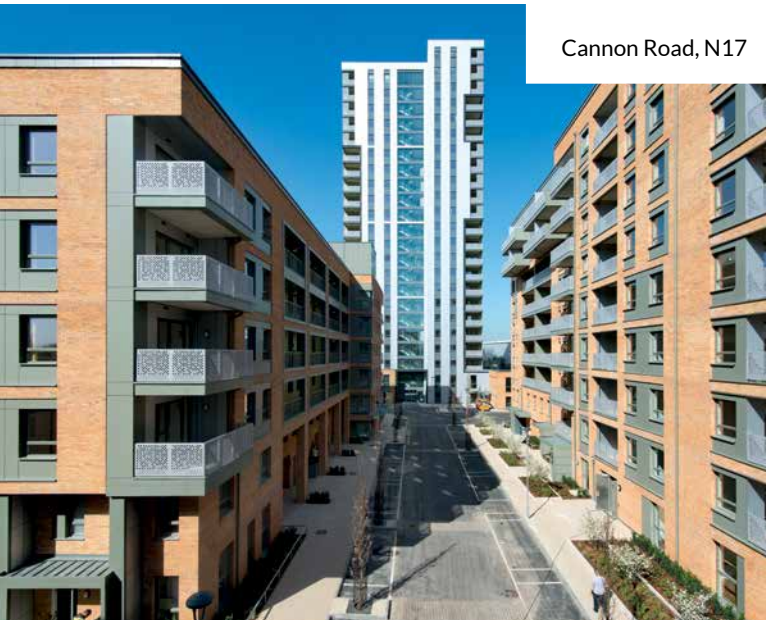
Galliford Try Partnerships
mission statement

“WE HAVE SUCCESSFULLY CARVED OUT A CONSISTENTLY GROWING MARKET SHARE AND GROWN OUR OWN CAPACITY ACROSS THE COUNTRY”

Since then, we have successfully carved out a consistently growing market share and grown our own capacity across the country to the point that we can now carry out jobs like the £81 million Great Eastern Quays project, or the £1 billion Silvertown Way scheme.

During that period, as the political and regulatory climate has changed for affordable housing, we have had to adapt and create new strategies to not only provide the solutions that clients are looking for, but to make that transition from responsive contractor to innovative developer and actually lead the process of bringing schemes to fruition.

This evolution into mixed tenure work allows us to become a microcosm of the Group's hybrid model itself. We take the cash generated by our contracting arm to feed the more lucrative mixed tenure work and increase our overall margin, in much the same way the Group uses the cash generated by Construction to allow Linden Homes to build and create greater profit.



Cannon Road, N17



Northfield Village, Staffordshire



Webster Place, Newton Abbot

As our division approached a point of maturity, we decided that in order to further our goals and assist with driving the business onward, we needed to create a standalone brand. One that is very clearly derived from our place within the wider Galliford Try group, but one that also allows us to talk to our very distinct client group with a clear and consistent message about who we are and what we do.

“THE BUILDING BLOCKS WE HAVE PUT IN PLACE SHOULD STAND US IN GOOD STEAD AND MAKE SURE THAT WE CAN CONTINUE TO STRENGTHEN THE BRAND”

We embarked on a process to refine our identity, creating a mission statement that everyone in our business can identify with and sign up to, using the values of the Group but adjusting them to suit the sector that we are working in, and as one would expect, creating a new visual identity, which as you can see is very much evolution, not revolution.

The key drivers behind the project were three-fold. Firstly, to firmly establish our brand in a real way which we can build value around and thereby increase opportunities for the business. Secondly, to allow people inside and outside the business to recognise that we are a different part of the group, with different drivers and motivations. Finally, to allow people within our business to understand and unite behind a single mission, understanding what we are trying to achieve and what their role is in it.

We have challenging targets to achieve over the next three years, targeting an increase in revenue of 37%, and an increase in profit that amounts to 254% as more of our work moves into the mixed tenure market.

We face an additional challenge with the further geographical expansion in the near future, adding a new office in Bristol this year and increasing our staff beyond the 500 mark.

It therefore becomes vital, not just to be clear about the message we are putting across outside our organisation to our external stakeholders but also to understand ourselves what it is we are trying to embody with our business and ultimately make sure we do what we say we will do, and we act in the way we say we will act.

The building blocks we have put in place should stand us in good stead and make sure that we can continue to strengthen the brand. Partnerships finds itself both internally and externally in extremely favourable conditions, and I look forward to working with everybody in the business to make the most of the opportunities ahead.

KEEPING YOUR NEW YEAR'S RESOLUTIONS

As winter draws to a close and New Year's resolutions start becoming a distant memory, *Evolve* asks you what you committed to do in 2016 and offers some top tips on how you can use the employee benefits package to stick to your goals this year



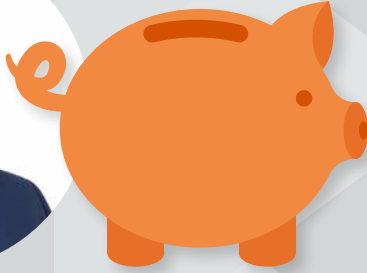
Fitness buff Michelle Everton, who is Marketing Co-ordinator at Galliford Try Partnerships South East, wants to stay in shape.

Pedal your way to peak fitness with the Cycle to Work scheme. Using it could save you up to 42% on a new bike and cycle accessories. If you are more of a gym person, you can shed pounds without burning a hole in your pocket with the Rewards for You discounts and benefits package which gives you as much as 50% off at a number of health clubs.



Soon to be father of four, Richard Smith, who is Senior Quantity Surveyor at Linden Homes, wants to save on childcare and learn more about parental leave.

All eligible working parents with children under 16 are entitled to childcare vouchers regardless of tax status. Benefits include reduced tax and National Insurance contributions, and being able to save up to £1,196 per annum per parent towards the cost of childcare. In addition, the company's leave policies extend to maternity, paternity, adoption or shared parental leave. All employees also have the opportunity to request flexible working.



Health, Safety & Sustainability Advisor Richard O'Neill has his eye on the future and wants to plan ahead better.

You can help plan for your future with the Galliford Try pension scheme. Under current legislation, eligible employees are automatically enrolled into the Group's pension scheme following appointment. Staff who are not eligible for auto-enrolment can also choose to join the scheme. To do this, you can contact Friends Life on 0845 6054289 or visit www.friendslife.co.uk/microsite/gallifordtry. You can also learn more from the HR team.



Numbers man Jinesh Shah, who is Group Management Accountant at Galliford Try Services, wants to make savings on day-to-day activities.

Do more for less with Rewards for You. By signing up to the scheme, you can make savings through online discounts, voucher codes and reloadable cards. This extends to First Choice holidays, Virgin flights, experience days and theme parks - sometimes for less than half the price. Discounts are also on offer for household names such as Argos, House of Fraser, M&S, Sainsbury's, IKEA, Boots and iTunes.



Val Hall, Document Controller for Linden Homes South West, is in the process of becoming a 'Wish Visitor' for charity Make-A-Wish Foundation.

Be sure to take advantage of the Group's volunteering policy to set the wheels in motion. All employees can now take up to two paid days of volunteering time. Just remember to log your time correctly in Oracle. See page 18 for others who are doing the same.

Where can I find out more?

For information about how you can take advantage of all of these benefits visit: The Intranet > Group Services > Human Resources > Rewards and Benefits.



DO GOOD, FEEL GOOD

Since the Group launched the volunteering scheme two years ago, many of you have been using your time to make a positive difference in the communities where we live and work. Here, you share your experiences with *Evolve*

Name: Rachel Moir
Title: Assistant Administrator
Business unit: Morrison Construction
Scotland North East

“After work, I am a first responder for the Scottish ambulance service in Newmachar - **we are first on the scene when we receive 999 calls.**

This can be anything from strokes to heart attacks and other emergencies.

We are an independent charity and rely fully on the support of the local community and businesses to sustain our operations on a day-to-day basis.

Last year, I used some volunteering time to help at a fundraiser with the local primary school. I gave a talk to the children to raise awareness of what we do, and to tell them never to be scared to call an emergency number. It also helped to get across what a volunteer is. We then held a sponsored, non-stop CPR event on a mannequin at the school from 9am to 3pm. We managed to carry out something like 57,000 chest compressions. The children also designed wrist bands which are now being sold as part of a competition. I took another day off through the volunteering scheme this year to go into the school and announce the winner.”



Name: Ervin Sisak
Title: Engineer
Business unit: Infrastructure
Divisional Solutions

"I used some volunteering time as part of an outreach programme run by ICE (Institution of Civil Engineers). I responded to an advert in ICE's regional bulletin targeting STEM (Science, Technology, Engineering, and Mathematics) ambassadors for Bridges to Schools – an activity where you guide schoolchildren through building a cable-stayed bridge using ICE's kit.

I went along to Swanwick School and Sports College in Derbyshire where we explained the importance of health and safety to the pupils and showed them the bridge parts but let them figure out how they connect together to form the bridge. We gave them guidance along the way and explained the correct way of doing things if they made a mistake.

We were trying to inspire children to join the industry

and attract them into our profession by giving them the perspective of what we do day-to-day – and the kids really enjoyed it. It was very interesting and out of routine for me too. It's something I'd do again."



Name: Ryan Wells
Title: Finance Graduate
Business unit: Galliford Try Services

"I found out about the volunteering scheme as part of the induction to my graduate programme. As a STEM (Science, Technology, Engineering and Mathematics) ambassador I saw it as a good opportunity to give something back. Along with my colleagues Eain Cathcart, Angela Sheehan and Bridie McCready, I took part in the Ben Nevis Challenge, where teams of four race to climb the mountain, cycle 25 miles and canoe 3km across Loch Lochy. Through our efforts, we raised over £2,000, of which Galliford Try contributed half. We wanted to support a charity close to home and our hearts, so we chose Rainbows Children's Hospice, a brilliant organisation dedicated to meeting the needs of children, young adults and their families who are affected by life-limiting and threatening conditions. I definitely think more employees should take advantage of the volunteering scheme.

You can have a day off work while contributing to society so why wouldn't you do it?"



**VOL NTEER
ALL THAT'S
MISSING IS U**

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: The Intranet > Group Services > Human Resources > Rewards and Benefits > Volunteering Policy. Remember to log your time off as 'Special Paid Leave' in Oracle so we can add up all the good work we are doing as a business.



CHRIS RETIRES

After 43 years, Chris Bunting, one of the Group’s longest serving female employees, said farewell to her friends and colleagues for a well-deserved retirement.

Chris joined Wincott Galliford, Galliford’s first building company, in 1972 aged 16. She started as Office Junior and progressed through a number of roles, watching the company grow at great pace. She was secretary to the last three chief executives of Galliford including Bert Cockroft, Eric Pugh and George Marsh who became Deputy Chief Executive of Galliford Try.

In 2003, Chris helped Rosemary Wood to set up the Shared Services Centre (SSC), later working with Martin Stacey (former Group IT Director) and most recently Peter Rose, SSC Director.

Peter said: “Chris has been a key member of the team, and Group, for many years. I would like to thank her for all of her help and wish her all the best for retirement.”

Chris is retiring to Scotland where she will be closer to her two daughters Kate and Laura, and her grandchildren William, Jackson and Ella.

“Apart from the people, one of the best things about my career has been playing a little part in the expansion of the Group. I like to think that my involvement has made a difference...I have genuinely enjoyed working here but it is time to call it a day.”

Chris Bunting, SSC Office Manager

TEA BREAK WITH... Jennifer Winyard

Evolve talks to Strategic Land and Planning Manager Jennifer Winyard who has chaired the RTPI’s Yorkshire branch and was a finalist for ‘Young Planner of the Year’

BACK TO CONTENTS



Q What does your role involve?

A I identify opportunities for strategic land, which is essentially land we buy and add value to, usually over a number of years, through planning, and then secure planning consent and handover sites to the business units to deliver.

Q Tell us about your achievements.

A In 2014, I was one of four people shortlisted for ‘Young Planner of the Year’ by the RTPI (Royal Town Planning Institute). It’s very competitive, with a strong longlist of other Chartered Members of the RTPI, so I am tremendously proud of that.

Q How have you contributed to your profession?

A I am actively involved in the local property sector; having been chairman of RTPI – Yorkshire in 2015 and

remaining a member. This is a great way to influence current thinking on planning and bridging the gap between policy and research. I have also chaired the Yorkshire and North East branch of Women in Property, an organisation dedicated to supporting women in the industry, and I am still on its committee.

I am delighted that Linden Homes is sponsoring the Student Awards held by Women in Property. Females still only represent 15 per cent of the industry. Our support, and the work we do more widely in schools and colleges, demonstrates the importance we give as a company to encouraging women into the industry.

Q What is the best thing about your role?

A The thing I most enjoy about my role is working with a diverse range of people and teams on a daily basis from landowners, land agents, architects and consultants.

ICE ACHIEVEMENTS

Congratulations are in order for four Construction employees who have furthered their status with the Institution of Civil Engineers (ICE).

Poppy Parsons from Building West Midlands & South West; Owen Winters from Infrastructure Water & Waste, and Joe Scurrah from Infrastructure Divisional Engineering have all achieved Chartered Engineer status.

“Our success is reliant on our people and so supporting professional development is a key objective for us. Congratulations to Tony, Poppy, Owen and Joe as well as to those who have mentored them along the way.”

Bill Hocking,
Managing Director of Construction & Investments

Achieving this level of professional membership demonstrates sound understanding of engineering, sustainability, commercial and legal principles combined with an ability to exercise independent judgment; the skills to manage people and risk; and a commitment to both health and safety best practice, and to continuing professional development.

Construction Manager Tony Windle from Morrison Construction has gone one step further and achieved Fellowship, ICE's highest grade of membership. It is an honour awarded only to civil engineers and technicians who have made a significant contribution to the profession.



Poppy
Parsons



Owen
Winters



Tony
Windle



Joe
Scurrah

OBITUARIES

IAN COULL

Ian Coull, who was Chairman of the Group between July 2011 and October 2014, passed away on 28 January 2016.



Ian made a significant contribution to Galliford Try during a period of growth through his highly valued commercial skills and experience. Highlights of his time at the Group include overseeing the final phases of the housebuilding expansion plan, during which Linden Homes doubled in size.

Ian was well-known in the commercial property world and had held key positions including Chief Executive at SEGRO plc and board directorship at J Sainsbury plc.

He was much loved and well respected by his friends and colleagues at the Group.

DAVID CALVERLEY

David Calverley, former Chairman and Chief Executive of Galliford Try, died on 8 January 2016.



David joined Try Group plc in 1994 as Managing Director of Try Homes and went on to become its Chief Executive in 1995. On the merger of Galliford and Try, David became Chief Executive of the combined Group. He stepped down from this role in 2005 and became Chairman until 2011.

David was a significant figure in Galliford Try's company history and made an invaluable contribution to the success of the Group. He was an outstanding businessman with extensive industry experience and many of the decisions he made, and the milestones we achieved under his leadership, have underpinned the success we have had as a business.

As well as being a leader, colleague and friend to those at the Group, David was a beloved husband, father and grandfather who will be missed by all his family and many friends.

TIME OUT WITH Ann-Marie Smith

Ann-Marie Smith, HR Business Partner for Linden Homes South and South East, talks to *Evolve* about volunteering as a crew member of the Gravesend RNLI.

Q How did you first become interested in volunteering for the RNLI?

A Having spent most of my childhood holidays following my dad around on his windsurfing adventures, I've always been around water. Being a surfer, I always assumed I'd make it back in alright. After watching a documentary on the RNLI (Royal National Lifeboat Institution), I realised that was incredibly naive. I knew I had to get involved; Gravesend had an open evening... and here I am, two years on.

Q What does your work on the Gravesend lifeboat involve?

A We cover a 26-mile area from Holehaven Creek, at the western end of Canvey Island, to the Thames Flood Barrier at Woolwich. We operate 24 hours a day, 365 days a year, dealing with anything from incidents on container ships to things like animals getting stuck in mudflats. Last year, we were the most launched lifeboat in Kent with 83 launches.

Q What is the best thing about being a crew member?

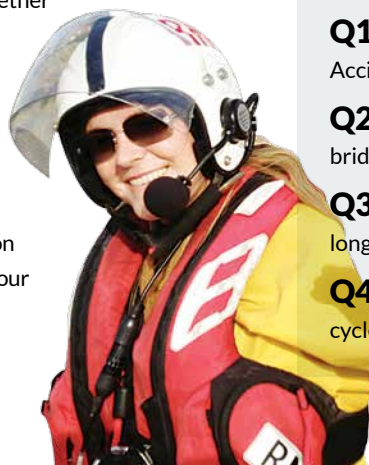
A Without doubt, it's the crew around you and the comradeship. I'm so lucky to have such amazing people to work alongside. Many of us are now friends.

Q Tell us about a recent highlight.

A There have been so many. There was my crew course down in Poole, the press launch before the auction of two rare Ferraris, the Lord Mayor's Show, the Remembrance Parade, and all the great moments on station. But the highlight of our year has to be the Christmas party where we all got together and let our hair down.

Q How can others help the RNLI?

A There are lots of ways to get involved. You can help us make a difference through fundraisers, education teams and more. All the information is on our website. See: <http://rnli.org>.



WIN £200 WITH A COLLEAGUE

Over the last few weeks, you will have heard a lot about our Code of Conduct – *Doing the right thing*.

Now, we are asking you to nominate someone who you think has demonstrated our values of excellence, passion, integrity and collaboration.



Send us a short paragraph outlining how your colleague has demonstrated our values and you could each win £100 of vouchers.



Answers should be emailed to: evolve@gallifordtry.co.uk by Monday 2 May 2016.

Visit: The Intranet > Group Services > Group Communications for the full terms and conditions.

COMPETITION



CONGRATULATIONS TO

Jacob Bradbury, Bid Manager for Galliford Try Infrastructure

Jacob correctly answered the following questions from the last edition of *Evolve* and won £50 of Amazon vouchers:

Q1. How many RoSPA (Royal Society for the Prevention of Accidents) awards did Galliford Try win? **15.**

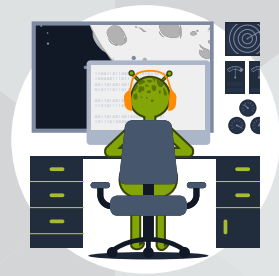
Q2. Which structure has recently outgrown the tallest bridges in the UK? **The Queensferry Crossing.**

Q3. What is the name of the road that will provide the long-awaited bypass for Kingskerswell? **South Devon Highway.**

Q4. How many miles did the John O'Groats to Land's End cycle relay team cover? **981 miles.**

7 WAYS TO MANAGE YOUR TIME BETTER

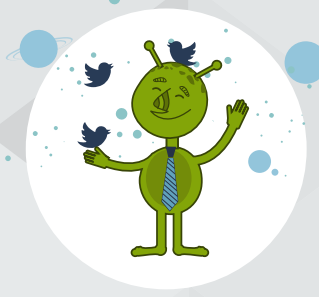
The average working week is on the increase across Europe. Use these tips to manage your time better



Focus on what gets results
Most of us get 80% of results from 20% of the work we do - focus your efforts on the work that will really help you progress towards your goals.



Don't be ruled by technology
Control digital overload. Switch off your phone when you don't need it and only go online with specific purposes.



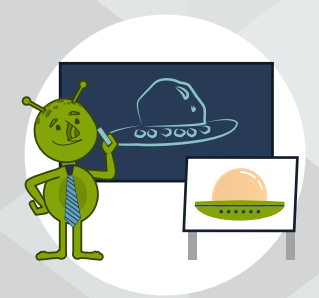
Limit time-draining activities
Use teleconferences and web meetings where possible and set an agenda for your meeting. Say you're busy if you get cornered by office chatterboxes.



Get a grip on your email
Remember that not all emails require a response straightaway. You can also save time by using filters and rules in Outlook to streamline emails.



Say "no"
Use the power of no if you have too much on. Prioritise your work and ask for help when you need it. Engage in activities that deliver bigger results.



Replace perfect with good
Being too much of a perfectionist can drain your time. Going the extra mile is great but sometimes when people need things very quickly, good enough can do.



Separate home and work life
Leave work at work so that you can truly be most effective while you are in the office. Don't make a habit of answering calls and emails at home if they can wait.



FOR MORE TIPS AND GENERAL LEARNING AND DEVELOPMENT TOOLS:
Log on to: [The Intranet](#) > [Group Services](#) > [Human Resources](#) > [Quick Links](#) > [Your Development Academy](#). The site offers a host of resources for you to develop your knowledge and skills.

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ON TRACK TO BOOST THE ECONOMY



Providing a new 5.6km dual carriageway between Newton Abbot and Torquay, the South Devon Highway was officially opened by Roads Minister Andrew Jones at the end of February.

The £110 million project will be used by some 35,000 vehicles every day and should save drivers up to 15 minutes per journey. Opening up this link is expected to create hundreds of jobs and benefit the tourism industry, delivering a near £1 billion return on investment and providing a major boost to the local economy.

A team of 2,600 staff – about half of whom came from the local area – spent nearly 1.5 million hours working on the project over its 42-month programme that finished last December. In total, there are nine bridges along the route with around 4km of retaining walls and nine major culverts.

Turn to page four to read more about the opening.