

STRONG RESULTS

An overview of our half year results and announcing our strategy to 2021: **P08**

SOLD ON CONNECTIONS

The launch of Linden's new reporting platform for sales and marketing: **P14**

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SPRING 2017

Your employee magazine



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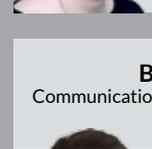
Your chance to win £50 of vouchers

EVOLVE

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



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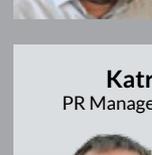
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Evolve's commitment

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MESSAGE FROM THE CHIEF EXECUTIVE

Hello and welcome to *Evolve*,

It has been an exciting quarter in the lead up to our half year results and the announcement of our strategy to 2021.

As I said in my note to you not too long ago, we delivered a strong performance with good progress in all three of our businesses, and announce our strategy from a solid position. This is thanks to the hard work you have put in over the last year and a half - and the stories in *Evolve* demonstrate this.

Just a few weeks ago, Partnerships & Regeneration won top prizes in two key sectors at the Housing Innovation Awards (page 05), showcasing how we are at the top of our game.

“AS WE LOOK AHEAD AND MOVE FORWARD AS A BUSINESS, YOU, OUR PEOPLE, WILL REMAIN OUR STRONGEST ASSET”

Construction & Investments continued to do excellent work on the ground, as seen at projects such as East Midlands Airport where we truly added value in our delivery of the scheme (page 12). We also made steady progress, with a number of good contract wins, including the Airbus contract (page 05).

One of our priorities moving forward is improved efficiency measures. There is no doubt in my mind that, in Linden, the new Connections tool (page 14) will play a large part in this, saving us valuable time and effort.

Galileo, our new intranet, which we have invested a lot into, will do much of the same and eventually become a one-stop shop for all your needs. We already post a lot of important information there that you can't get anywhere else, so please keep logging on to make sure you don't miss important news.

Similarly, we are hoping to benefit from new ways of doing things from Office 365 and Office 2016 (page 11). As time goes on, the IT team will also be showing you how you can make the most of these tools through training sessions and user guides, some of which are already available on the IT training portal.

We also want to continue to operate sustainably, and that means prioritising health and safety as we have always done, and adding value to our communities, customers, supply chain



and environment - just as Alan Baker and his team have done by lowering fleet emissions (page 18).

As we look ahead and move forward as a business, you, our people, will remain our strongest asset and so we will also continue to invest in things like the PDR process (page 18), which I hope you will use to your advantage.

These are all the things that underpin our strategy to 2021 - operating sustainably, driving efficiency and, from a business perspective, managing our finances. Later this year, I will be carrying out a roadshow to explain our strategy in detail but for now thank you for all of our fantastic achievements over the past quarter. I know that, with your support, we will achieve all of our objectives.

Peter Truscott

LINDEN CLAIMS SILVER FOR SUSTAINABILITY

For the third year running, Linden Homes has been rated Silver for its sustainability performance in NextGeneration's benchmark of the UK's largest homebuilders

NextGeneration encourages companies to report against a range of criteria relating to high-quality, sustainable homebuilding and scores them primarily on publicly available information.

This year, Linden received a higher than average score of 73 per cent, placing it firmly within the top five housebuilders for the second year running. We were recognised for our work in reducing our environmental impact and building well-designed homes using sustainable materials. We also demonstrated how we support sustainable communities through active community engagement as well as by including measures such as cycle routes and play areas on our developments.

"LINDEN RECEIVED A HIGHER THAN AVERAGE SCORE OF 73%, PLACING IT FIRMLY WITHIN THE TOP FIVE"

Commenting on our success, Tom Nicholson, Divisional Chairman for Linden Homes East, said: "The NextGeneration benchmark is the only sector-specific tool we have to measure our sustainability performance against our peer group. It drives improvements in the housebuilding industry's approach to sustainability and I am therefore delighted that we have consistently scored highly within the benchmark over the last three years, and once again come in at the top of the list."



TOP ACHIEVEMENTS

Linden Homes' top accomplishments from the last year include:

- Winning Silver for 'Sustainable Developer of the Year'.
- Supporting Women in Property for two consecutive years.
- Winning 'Best Large Housebuilder' at the Brick Awards.
- Achieving a 'B' Energy Performance Certificate (EPC) rating for most of our homes.
- Powering 21 per cent of developments with lower carbon community heating schemes in 2015 and including renewable technology, such as solar panels, wind turbines and ground source heat pumps on six per cent of homes.
- Diverting 95 per cent of waste from landfill and sourcing more than 99 per cent of timber from sustainable sources.
- Supporting CITB's (Construction Industry Training Board) Shared Apprenticeship Scheme.



Download the full report here:

<http://nextgeneration-initiative.co.uk/>

GROUP LEADS SUPPLY CHAIN ENGAGEMENT ON CLIMATE CHANGE

Galliford Try has exceeded the industry average on a new Supplier Engagement Rating introduced by CDP, an organisation that measures a company's approach to managing and reporting carbon, water and timber impacts.

We achieved a 'C' rating in the carbon benchmark in the first year of this assessment, ahead of the industry average, 'D', and ahead of the overall participant average of 'C-', based on our responses to questions in the areas of governance, ambition, management of scope 3 emissions and supplier engagement.

"Like CDP, we realise the value of working closely with our supply chain to help achieve our objectives, one of which is our approach to managing carbon. I am delighted this has been reflected in our above average Supplier Engagement Rating from CDP and look forward to working with the business to see how we can improve on this further."

Caroline Johnstone, Head of Group Sustainability, Galliford Try



DOUBLE WINS AT HOUSING INNOVATION AWARDS

A double victory was celebrated by Galliford Try Partnerships South East when its Upton Village (Plaistow Hospital) and Protheroe House schemes won 'Most Innovative Affordable Housing Scheme' and 'Most Innovative Supported/Sheltered Housing Scheme' respectively, at the Housing Innovation Awards.

Triumphing in the category for 'Most Innovative Affordable Housing Scheme', the £24.5million redevelopment of Plaistow Hospital in East London for Peabody impressed judges with the way in which space and volume were considered to make better quality living areas, a more

efficient building footprint, better lighting and more amenity space.

Meanwhile, Protheroe House, a new £9.1 million purpose-built extra care housing development in Tottenham for One Housing Group, claimed 'Most Innovative Supported/Sheltered Housing Scheme'.

The 50-home development for individuals and couples over 55 replaces a dilapidated 1970s-built sheltered housing scheme. Its design concept, which places high emphasis on ensuring that services are rooted within the neighbourhood and local community, contributed to its success in the category.



From left: Mehban Chowdhery, Regional Director - NHBC; David Wright, Senior Project Manager - Partnerships South East; Dale Meredith, Executive Director Development & Sales - Peabody; and host, comedian and actor Justin Moorhouse

"The Housing Innovation Awards are one of the most respected events in the industry and I am delighted that we have won the top prize in two areas that are key for us as a business. Well done to everyone involved."

Stephen Teagle,
Chief Executive of
Partnerships & Regeneration

AIRBUS IN FLIGHT

Around 200 staff from Airbus joined representatives of Galliford Try at a turf-cutting event to mark the start of work at the new Airbus Wing Integration Centre.

The project, worth in excess of £25 million to our Group, is being built by Galliford Try Building West Midlands & South West for Airbus at its Filton base near Bristol.

The new facility will provide an innovative, highly-flexible and easily

adaptable physical test environment that will form a proving ground for future technologies. This includes Airbus' Wings of the Future programme part of which focuses on exploring how wings can be faster, lighter, easier and cheaper to make and assemble, looking at the best materials to use, assembly techniques and new technologies in aerodynamics and wing architecture.

One of the most unique features of the

scheme is its requirement for a strong wall and floor design. This will enable a full-size plane wing to be fixed to the wall and bent to test its strength. This wing-bending testing technique will help to establish how much flex the wings have and how much load they can handle.

"THE FACILITY WILL FORM A PROVING GROUND FOR FUTURE TECHNOLOGIES"

Mark Wusthoff, Galliford Try Building South West Area Director, said: "We are delighted to be working with Airbus again, having previously completed two projects at Filton in 2013, and we are excited to be part of a flagship project for both Airbus and the wider Western region around Bristol. This facility will be at the cutting edge of engineering and we are looking forward to playing our part in its foundation."





John Swinney MSP, Deputy First Minister with Meadows/Morningside Councillor Paul Godzik, Anna Green and Jeong In Park

MINISTERS PRAISE QUALITY OF OUR SCOTTISH SCHEMES

Recently, four of Morrison Construction’s projects have come under the spotlight with official openings and turf cuts by John Swinney MSP, Deputy First Minister and Cabinet Secretary for Education and Skills, and Scotland’s Health Secretary Shona Robison MSP. *Evolve* learns more

JAMES GILLESPIE’S HIGH SCHOOL OPENS ITS DOORS

Deputy First Minister John Swinney was joined by James Gillespie’s High School’s two youngest pupils Anna Green and Jeong In Park, both 11, to cut the ribbon at the official opening of the new school, which was built by Morrison Construction and delivered through Hub South East.

Our team was joined by pupils and staff, representatives from City of Edinburgh Council, Hub South East and the guest of honour Sue Caton, niece of Scottish Olympic athlete Eric Liddell, who the new

sports building has been named after. The high school rebuild was part of the £42.8 million James Gillespie’s Campus Project, one of the most unique in Scotland, which began in 2012. New buildings were constructed across all areas of the campus, which accommodates pupils aged from 3 to 18 in nursery, primary and high schools all on the same site.

The first phase was opened in August 2013, and the final phase of works was completed in August last year with

the opening of the new sports and performance buildings.

Talking at the ceremony Mr Swinney said: “I am delighted to be here to officially open the new school today and see the transformational impact projects like this can have on the learning and life chances of pupils.”

Following on from this praise, the project won prizes for ‘Architectural Excellence’ and ‘Development of the Year’ at the Scottish Property Awards in early March.

From left: Trevor, Tom, Mr Murray and Peter



DEPUTY MAYOR OF LONDON PRAISES LINDEN SITE

James Murray, Deputy Mayor for Housing, commended our work at St Clements, London’s first Community Land Trust during a site visit

Mr Murray met with Peter Truscott, Chief Executive of Galliford Try; Tom Nicholson, Divisional Chairman of Linden Homes East; and Trevor Dempsey, Managing Director of Linden Homes Eastern on the

site of the former St Clements hospital in Mile End, East London where Linden is delivering 178 homes for sale.

As well as taking a tour of the site, the four discussed the property market

WORLD-CLASS FACILITY AT HERIOT-WATT UNIVERSITY OPENED

Mr Swinney was also on hand to open the Lyell Centre, a pioneering global research centre for earth and marine science and technology that will bring together the academic innovation of Heriot-Watt with the expertise of the British Geological Survey (BGS).

The state-of-the-art centre was built on vacant land existing within the University's Edinburgh Campus. It provides offices, research laboratory areas, aquarium laboratories and associated working areas,

a central core containing welfare facilities, ancillary meeting areas, and external landscaped areas.

Mr Swinney welcomed the vast potential the centre will bring, saying: "By bringing environmental scientists and technologists together, the Lyell Centre sets itself apart as a leading centre for research and expertise with a bold vision to spearhead the new energy evolution and breed a new era of multi-disciplinary collaboration in land and marine conservation, geology and geoscience."



NEW BEGINNINGS AT GORE GLEN

Mr Swinney's third appearance last Winter was at Gore Glen Primary School, an £8.9 million project by Morrison Construction to cater for up to 558 pupils. He was given a grand tour of the new facility (above), entertained with songs from the pupils and heard their testimonials about why they liked their new school.

HEALTHY START FOR EAST LoTHIAN COMMUNITY HOSPITAL

Scotland's Health Secretary Shona Robison MSP visited Morrison Construction's site in Haddington, marking the official start of works on the new East Lothian Community Hospital in January.

The £69 million project is being delivered through Hub South East Scotland and is the largest Hub deal to be signed to date in the country.

The programme of works will deliver a modern and purpose-built hospital developed on the existing Roodlands site in

Haddington, helping to improve the quality of care for local people. The new facilities will enable some services to be returned to East Lothian, with an increase of 60 per cent of inpatient beds. Having been shaped with the help of patients, the project will allow NHS staff to continue to provide safe, effective healthcare and rehabilitation.

Philip Galbraith, Project Director for Morrison Construction, said: "We are pleased to be commencing this significant health project for Hub South East Scotland



Pictured from left: Richard Park, Operations Director Hub South East Scotland; David Small, Chief Officer for East Lothian Health and Social Care Partnership; Cabinet Secretary for Health, Wellbeing and Sport, Shona Robison MSP and Philip Galbraith, Project Director for Morrison Construction

and NHS Lothian. We look forward to successfully delivering this project for our client and wider stakeholders, and in turn provide the local community with an enhanced built environment and improved facilities."

in the capital and challenges facing the industry. Mr Murray was shown how disused land is being transformed into much-needed homes for local people at the development.

The project represents London's first Community Land Trust (CLT), the aim of which is to gain the support of the local community and to break new ground in the provision of London homes - see right for more information. Linden Homes was selected as Greater London Authority's

(GLA) Development Partner in October 2012 to deliver the marketing and sale of the 178 private units.

James Murray
@jamesmurray_ldn

[Follow](#)

Great to see London's first Community Land Trust homes taking shape at St Clements in Mile End - part of a 252-home scheme by Linden Homes.

WHAT IS A CLT?

CLTs are a form of community-led housing, where local organisations are set up and run by ordinary people to develop and manage homes as well as other assets important to that community. Their main task is to make sure these homes are genuinely affordable, based on what people actually earn in their area, not just for now but for future occupiers.

STRONG FIRST HALF

Group reports half year performance to 31 December 2016 and announces strategy to 2021

The Group reported a strong half year performance to 31 December 2016, with progress in all three businesses.

The full results are available online together with a video interview with Chief Executive Peter Truscott and Group Finance Director Graham Prothero.

In the video, Peter and Graham explain how we have built a solid position from which to announce our strategy to 2021, targeting sustainable growth and strong returns across all three businesses. An audiocast of both the half year and strategy presentations is available online.

Revenue¹

Up 3%

£1,308m

Profit before tax

Up 19%

£63.0m

Earnings per share

Up 19%

61.9p

Dividend per share

Up 23%

32.0p

¹ Revenue¹ includes share of joint ventures' revenue of £72.3 million (H1 2016: £82.6 million).



CONSERVATOIRE TOPPING OUT HITS THE RIGHT NOTE

The UK's most high-profile music facility held its first performance in a topping-out ceremony marking the completion of the roof

Galliford Try and Birmingham City University celebrated a major milestone in the construction of the new Birmingham Conservatoire last December, when the highest point of the building was completed.

Representatives from Galliford Try, including Construction & Investments Chief Executive Bill Hocking and Area Director Simon Courtney joined staff from the university for a rooftop ceremony where musicians from the famous music academy performed songs including *Silent Night*.

Keith Lilley, Project Director for Galliford Try, said: "With the Conservatoire representing one of the most technically challenging projects around, we are delighted with the progress we have been able to make so far, and look forward to delivering a world-class facility for the university."

The £57 million facility is set to open its doors to students in September. It will offer five public performance spaces including a new 500-seat concert hall for orchestral training and performance, private rehearsal rooms, and dedicated teaching spaces for musicians.

"I honestly believe that there will never be another purpose-built Conservatoire in the UK, so this is a fantastic opportunity which we are looking forward to seizing with both hands."

Professor Julian Lloyd Webber, Principal of Birmingham Conservatoire

Pictured from left: Chief Executive of Construction & Investments Bill Hocking; David Stanley from Birmingham City University; Galliford Try Area Director Simon Courtney and Principal of Birmingham Conservatoire Julian Lloyd Webber with musicians from the academy



For more information visit:
<http://www.gallifordtry.co.uk/investors/results-centre>.



QUESTIONS WITH...

Marc Thompson

The Homes for Cornwall scheme is entering its next phase, having already provided more than 50 homes around the county. Marc Thompson, Head of Strategy and Projects for Partnerships & Regeneration, talks about the project and how it has all been put together



Q Marc, could you explain for us exactly how the initiative works?

A Sure, we originally bid for the scheme through the Homes and Communities Agency's Delivery Partner Panel, which we are a key member of. They were looking to secure a partner for Cornwall County Council to build on land and key assets that the council holds, to create homes across a mix of tenures and in locations across the region.

We entered into a joint venture with our long-term housing association partner in the area, DCH, and contracted with the council. Initially, we are delivering 160 homes across the first three schemes, but over the course of the initiative we will be building 430 homes across 11 sites over the next four years.

Q How similar is the scheme to Gateshead Regeneration Partnership?

A It has similarities - albeit on a smaller scale! In Homes for Cornwall, the council is not a partner of the joint venture, so they are taking a receipt for the land, rather than putting it into the pot and taking profits as is the case in Gateshead. Instead, the council will

reinvest the receipt they receive from the land into delivering additional affordable housing elsewhere in the county. However, it is a long-term strategic partnership between Cornwall Council, Galliford Try Partnerships and our joint venture with DCH with the central aim of building new homes on public sector land.

Both schemes demonstrate what Partnerships & Regeneration is about, particularly as we expand our mixed-tenure offering. In both Gateshead and Cornwall we are 'bundling' public sector sites together, so that the more attractive outright sale sites are cross-subsidising the affordable housing sites and those sites which are more challenging to build. This approach allows the overall portfolio of sites to become viable and increases the number of homes which we build.

Q How has progress been so far?

A Two out of the first three sites have now been completed. At Wadebridge, all 15 speculative homes have been sold and the nine affordable homes are occupied. The 22 affordable homes at Blackwater are now all occupied. We are about halfway through a 114-home site at

Shortlanesend, just outside Truro which is 65 per cent sale.

Q What's next for Homes for Cornwall?

A Following that first batch we are now starting on two new sites at Madron near Penzance at St Breward, just to the west of Bodmin Moor. Following that we have two more sites in Penzance lined up, at St Clare and on the former council depot site. Again in that batch, the larger St Clare site, which is balanced in favour of sales, will support the development of a 100 per cent affordable scheme at the depot.

It is a long-term partnership though and the scheme has already evolved beyond what was envisaged when we first signed contracts in 2014. As a business, we see the initiative as a key part of what we are trying to do in our growth strategy - not only providing a steady workstream for Partnerships South West, but also allowing us to develop new ways of working in partnership with a local authority, in joint venture with a Registered Provider and finding solutions that allow us to build much-needed housing for local people.



LINDEN SET TO SHAPE BRITAIN'S BIGGEST NEW TOWN

Linden Homes will be a key developer in the construction of Northstowe, Britain's biggest new town since Milton Keynes was built in 1967.

Planning permission was successfully secured from Cambridgeshire County Council to build a collection of homes at the county's major new development, on the eastern corner of Longstanton's regenerated golf course.

Linden Homes will provide 271 of the 10,000 properties set to be completed at Northstowe.

The scheme will comprise 255 two-to-five-bedroom homes for private sale, and 16 three-to-four-bedroom affordable homes.

The development will be bordered by green, public open space, including the Eastern water park and two greenways for commuter cycle paths. Some 560 parking spaces will also be built on site.

Designed under Northstowe's premise as a 'highly connected development', the properties will be within walking distance from the new town's central facilities, including a mixed-use local centre for retail, leisure and food and drink outlets, a primary school and a household recycling centre.

Demonstrating a commitment to sustainable living, each Linden property will come with water-saving features, including a water butt to collect and store

"I'm delighted we're able to be part of this significant project. The team has worked extremely hard on both the land acquisition and securing planning permission and we're keen to hit the ground running with the next stages."

Trevor Dempsey, Managing Director at Linden Homes Eastern

rainwater, and construction features such as insulation to minimise heat loss and improve air tightness.

GALLIFORD TRY HPS SECURES FIRST PROCURE22 WIN

The Galliford Try HPS team has earned its first success under the new ProCure22 (P22) framework, being appointed preferred bidder for the £10 million contract to refurbish the Evelina Children's Hospital in Westminster.

The hospital is part of Guy's and St Thomas's NHS Foundation Trust, one of the largest NHS organisations in the UK employing over 15,000 people. Evelina is one of only two specialist children's hospitals in London that specialises in emergency, cardiac and kidney transplantation surgery.

The successful project bid, which was supported by Integrated Solutions, is the first appointment for our business under P22. The framework is the third iteration of the Department of Health's main

construction procurement route, which began in October 2016. Full contracts are expected to be concluded later this spring.

Commenting on our success, Galliford Try HPS Director Omar Jomeen said: "I'm delighted we have been able to hit the ground running with the new P22 framework and secure this important project. Guy's and St Thomas's Trust is one of the leading healthcare organisations in the country and it is testament to our growing strength in the sector that we have been trusted with this scheme."

"EVELINA IS ONE OF ONLY TWO SPECIALIST CHILDREN'S HOSPITALS IN LONDON THAT SPECIALISES IN EMERGENCY, CARDIAC AND KIDNEY TRANSPLANTATION SURGERY"



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- 4 Added functionality in Excel for better data gathering / shaping capabilities, plus new chart types.



Watch online tutorials and access training

To get the most out of the new features in Office 2016, visit the Office 365 / Office 2016 Knowledge Portal on our intranet Galileo > Group Services > IT.



Do it your way

You will be automatically upgraded to Office 2016 in March / April but you can be an early adopter. To see how, visit the Office 365/ Office 2016 Knowledge Portal on our intranet Galileo > Group Services > IT.

RUNWAY SUCCESS

Galliford Try's Aviation team at East Midlands Airport has safely and successfully completed a pioneering runway refurbishment project, which could pave the path for projects of its kind in future

Being the second busiest freight airport in the UK, where freight carriers rely on night-time flights, East Midlands Airport needed a novel solution for the upgrade of its runway, a project which would typically be carried out during overnight closures over the course of six months or so.

Following in-depth talks with airlines and cargo operators, it was decided that, instead of the traditional route, the work would be carried out over longer closures in a shorter timeframe to minimise disruption to the carriers in the lead up to Christmas. This intensive approach was to be a first in the UK.

Over the course of seven intensive 48-hour possessions over consecutive weekends from 5 November to 19 December, the team refurbished the entire runway at the airport - an area covering the equivalent to a 25-mile stretch of motorway line.

"Work started with the installation of full highway traffic management to the airfield," said Aviation Director Colin Abbott, who manages Infrastructure's delivery of our Capital Delivery Framework with Manchester Airports Group, which this project forms part of. "After that, 300 lighting units were removed from the runway to enable the main operation to take place."

The team planed out and removed around 12,000 tonnes of the existing surface over a 12-hour period and then laid the same quantity of new asphalt over the following 30 hours. Associated earthworks and drainage operations followed, and markings were then reinstated to allow full use of the runway between closures.

For this, timing was critical as, at the end of every possession, aircraft were approaching the airport expecting to land.

"Logistically, this made things exceptionally challenging as we had to consider every possible scenario and then have confidence in safe and timely delivery on each possession - there were no alternatives."

The enormity of the task meant that 200 pieces of plant were used, 350 people were on site at any one time and that a site compound covering an area equivalent to 10 football pitches was needed. To speed up the operation, a type of asphalt called BBA

was produced on-site by three 20m high batching plants.

"It benefited the programme hugely since large quantities could be laid quickly resulting in fewer joints and a stronger surface," explained Colin. "It also didn't need to be grooved, saving valuable time and operational impact."

As to be expected, but adding to the complexity of the scheme, security was high on the agenda. Workers accessed the airfield via a dedicated new airlock security gate installed within the perimeter fence. Radio frequency identification, which uses electromagnetic fields to automatically identify and track tags attached to objects, allowed our team and its vehicles to move from the landside environment on to the airfield while complying with security requirements for a controlled area.

**"OUR TOP PRIORITIES WERE SAFETY,
THE DE-RISKING OF THE PROJECT AND
PLANNING FOR EVERY CONTINGENCY"**

Even with such a complicated operation, surfacing was completed over the first five weekends. The remaining two allowed LED lighting, which is more environmentally friendly, to be installed. Demonstrating the slickness of the operation, the project was completed with 12 hours to spare.



Summing up the feat, Colin said: “We began client, stakeholder and subcontractor collaboration over a year in advance on an Early Contractor Involvement basis and soon after we secured a place on Manchester Airports Group’s Capital Delivery Framework. Our top priorities were safety, the de-risking of the project and planning for every contingency. I’m delighted that with watertight planning and close consultation with our stakeholders, we delivered these objectives.”

Echoing this, Tom de la Motte, Managing Director of Galliford Try Infrastructure, said: “There are significant health and safety risks associated with a project of this nature so to finish without a single incident as well as zero defects is a fantastic achievement and testament to the thoroughness of the team’s preparation and approach to managing risk. We have every right to be very proud of what we have delivered.”

He added: “This very concentrated approach to runway refurbishment has never previously been undertaken in the UK and could provide a blueprint for other airports in the future. We now have an expertise and type of experience that none of our competitors will be able to offer. It is a great feather in our cap and augurs well for the growth of our Aviation business.”

The airport’s runway was last refurbished in 1999, and with a natural lifespan of around 15-20 years, an upgrade was on the cards. With the new works now complete, and designed to cater for newer aircraft, East Midlands Airport is in full flight and equipped to remain a leading freight airport for years to come.



RUNNING SMOOTHLY

Galliford Try sponsored 10k and 2k runs around the service roads at East Midlands Airport during its temporary closure.

More than 2,600 runners took part raising £20,000 for CLIC Sargent, the UK’s leading cancer charity for children and young people and their families.

As well as donating towards the event, Galliford Try also provided traffic cones to direct runners.

Steve Cordwell, Head of Business Development for our Rail, Aviation & Environment business, said: “We were glad of the opportunity to back this novel and very worthy event and to show our support to the local community, working closely with the airport and organisers at Huub Events.”

Jack Kelly, Head of External Affairs at East Midlands Airport, said: “This has been an opportunity of a lifetime to join a unique running event and raise money for a fantastic charity which supports so many local people.”

“THIS VERY CONCENTRATED APPROACH TO RUNWAY REFURBISHMENT HAS NEVER PREVIOUSLY BEEN UNDERTAKEN IN THE UK AND COULD PROVIDE A BLUEPRINT FOR OTHER AIRPORTS IN THE FUTURE”



SOLD ON THE NEW CONNECTIONS TOOL

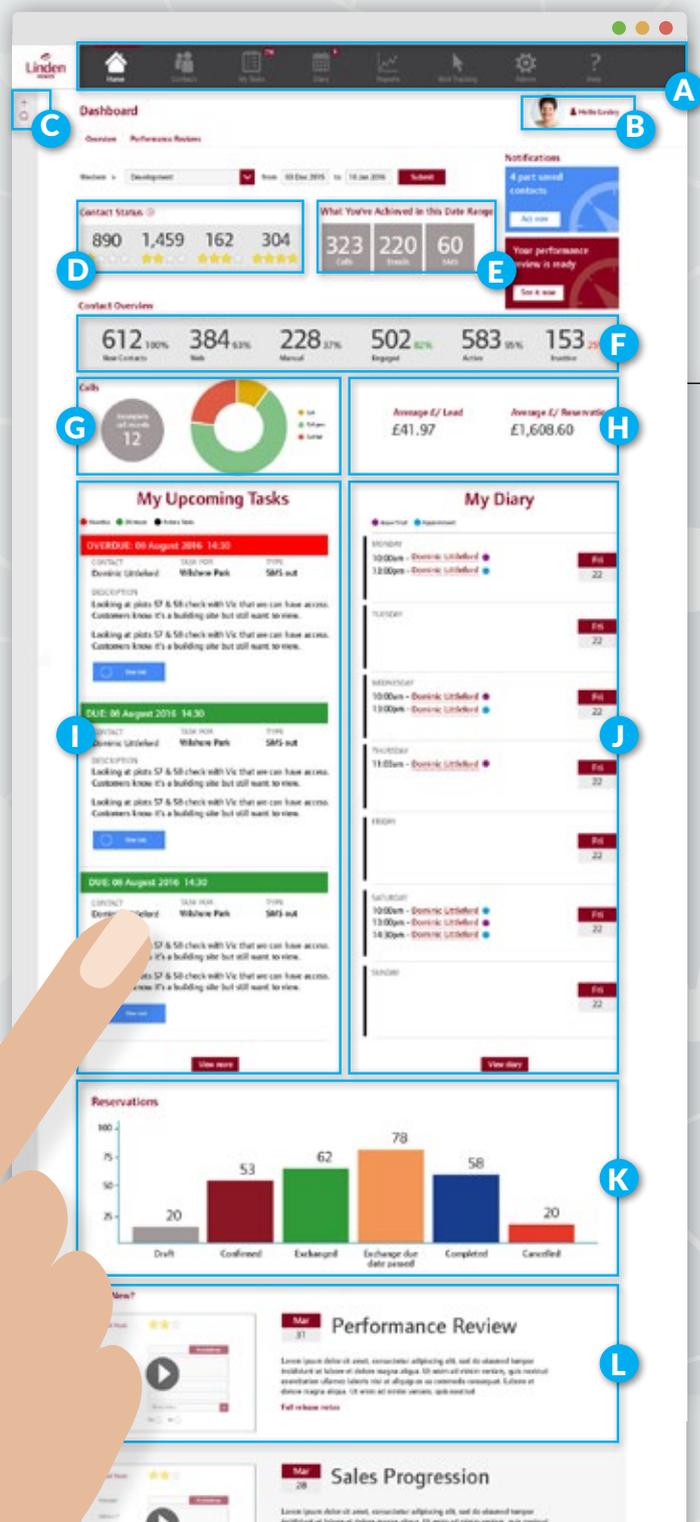
Linden Homes' primary selling tool Connections has been overhauled to provide a smarter, more intuitive system that promises to halve the time taken to capture data and create reports, while keeping Linden ahead of the curve for sales prospecting

In the last 10 years since it was launched, Connections has indisputably become one of Linden's most heavily relied upon tools with an average of 11,000 user sessions a month – or 370 a day.

Offering essential data to mark key sales and marketing trends, as well as enabling Linden to maintain a personal relationship with each customer, it has been at the core of sales and marketing.

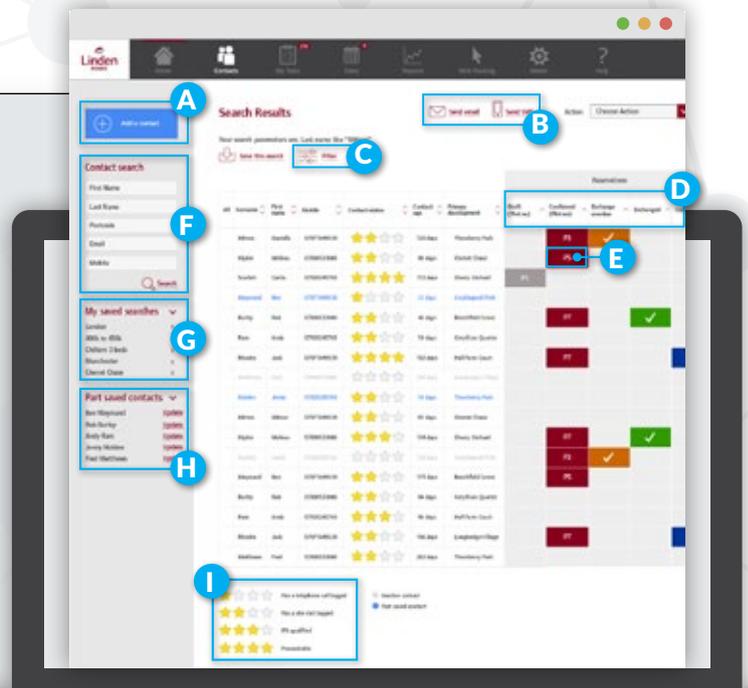
However, a decade in real-time is a lifetime in digital years, and so the system has been drastically overhauled to provide a quicker, slicker user journey for today's world.

The interface takes inspiration from popular websites such as Amazon and Google to help users scroll, swipe and click their way to the information they are searching for. It is also fully responsive, meaning it will resize to fit on your mobile phone or tablet. Its top features are outlined to the right.



A SMARTER SEARCH - TOP FEATURES

- A. **NEW** Quick link to add a contact.
- B. **NEW** Quick links to perform actions directly from search results.
- C. **NEW** Filter to refine search results.
- D. **NEW** Customer reservation status.
- E. **NEW** Reserved plot number.
- F. **NEW** Quick contact search.
- G. **NEW** Saved searches.
- H. **NEW** Part-saved contacts.
- I. **NEW** Four star status.



YOUR NEW DASHBOARD - TOP FEATURES

- A. **NEW** Quick icons that help you get to key tools and areas faster.
- B. **NEW** Personalisation to give more ownership of the login and let management see who may have set them a task.
- C. **NEW** Slide out quick search to get to key information from any page.
- D. **NEW** Contacts four star status to let you know how far along the homebuying journey the customer is, and how primed they are for the next step.
- E. **NEW** Productivity dashboard showing how many calls, emails and text messages you have managed.
- F. **NEW** Contacts overview showing key database statistics.
- G. **COMING SOON** Graphs with hover-over functionality showing call data.
- H. **COMING SOON** Live average cost per lead and cost per reservation data for benchmarking and forecasting purposes.
- I&J. **Upcoming tasks and diary for the week** to help with time management from one place.
- K. **Reservation status** of contacts.
- L. **Video tutorials** of new features.

TOP BENEFITS:

Above and beyond the features outlined, Connections will help save time and effort through the following features:

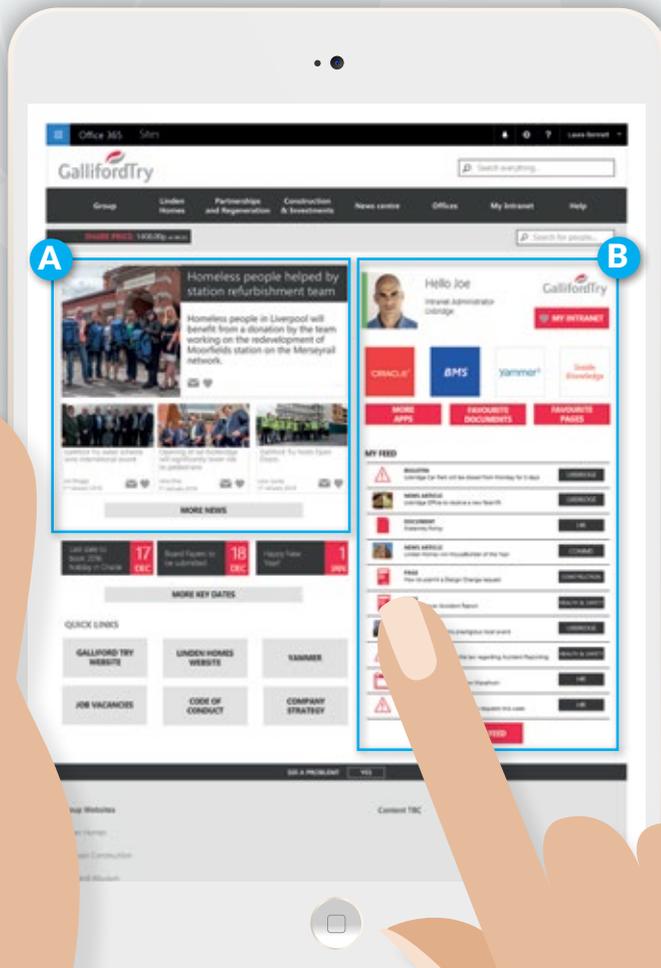
- Integration - Infinity phone tracking, media spend (Space & Time system) and Google Analytics all display key data on relevant dashboards, becoming the centralised 'hub' for all sales and marketing data.
- KPI analysis - improved through better reporting and data mining functionality.
- Search results - these are simpler and quicker, allowing users to filter instantaneously on the results page and perform bulk actions.
- Inbound emails - once the Office 365 integration is completed, Connections will hold all inbound emails to customers, meaning that for the first time, all personal contact data will be stored in one place.
- Separate testing/staging platform allowing for future functionality to be better tested and refined.

GETTING THE MOST FROM GALILEO

WELCOME TO THE NEW WORLD

Earlier this year, we launched Galileo, a modern new intranet designed to be the one-stop shop for all your needs, including news, policies, procedures, branded templates, training materials, access to other applications and more.

We've all invested a lot of time into developing Galileo, be it the content owners, the project managers, the focus group attendees or our survey respondents so make sure you read these pages to get the most of what is on offer. It is guaranteed to save you time and effort.



HAVE WE GOT NEWS FOR YOU

Mass, untargeted emails are no good for anyone, partly because you can't be sure when something is relevant to you - and that's when you have time to filter it out from all your other emails.

Since the introduction of Galileo, all staff emails have been minimised to emails from the Chief Executive about Group-wide matters, and service notifications from Service Desk. Make sure you don't miss out on any important news by logging on to Galileo daily for all of the top stories.

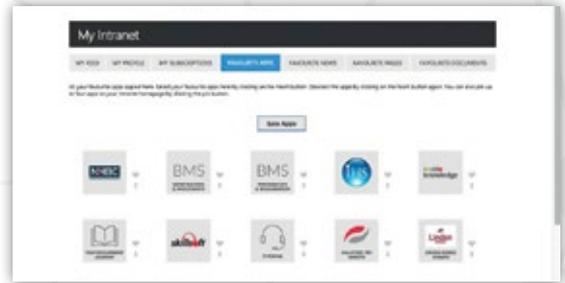
FEED YOUR APPETITE - SUBSCRIBE TO CONTENT

The project team behind Galileo is still making improvements to subscriptions, but if you are tired of searching for information that might be important, let it come to you instead by setting up a subscription. You can do this by going to Galileo > My Intranet >

My Subscriptions. Make sure you subscribe to office pages, where in future you'll get all of the local news associated with your base office.

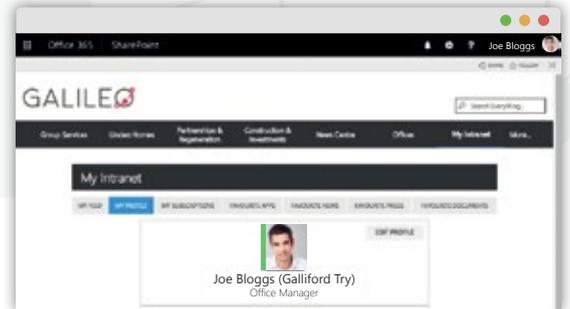
DON'T MISS AN APP-ORTUNITY

Galileo can be a portal into other worlds: Oracle, Connections and the BMS are just some examples. You can pin shortcuts to four systems on your Galileo homepage to get to them quickly from one place. Just go to My Intranet > Favourite Apps and select the pin. You can also store a longer list of favourites by selecting the heart. If you want an app created for your system, email intranet@gallifordtry.co.uk.



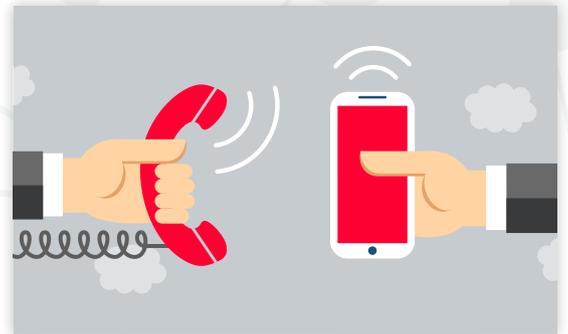
BE PICTURE PERFECT

Put a face to your name by uploading your photo to Galileo. Be sure to upload a square shaped photo to make sure it is not stretched or skewed in cyber space.



GET A NUMBER – OR GIVE OUT YOURS

Galileo will soon be able to pull your phone number from Oracle. If you want to make amendments to the numbers being shown, please go to Oracle and use Employee Self Service. Where changes can't be made through this method (eg job title, organisation unit etc), please speak to your Line Manager. In some cases, your manager will then have to submit a change form to the Business Unit Managing Director, in line with the usual HR process.



GALILEO ON YOUR MOBILE

This is a bit of a pain. We really wanted Galileo to be fully responsive, which means it would show up without any distortion on your mobile phone or tablet. However, this is still being worked on. We'll keep hard at it and let you know when you can get Galileo on the go.



Watch online for tips

Log on to the Help section of Galileo for a launch video which shows you how you can get more out of Galileo, plus all of the items listed on this page. Go to Galileo > Help.

Send us your feedback

Galileo is what it is thanks to your feedback. Keep telling us what you like and what can be improved by emailing: intranet@gallifordtry.co.uk.

BOOK YOUR PDR NOW

Highlight successes, discuss goals and shape your development

The Group is pleased to announce that the 2017 PDR (Performance Development Review) process for Linden Homes, Partnerships & Regeneration and Group Services is now live.

All members of staff within these businesses are required to participate in the annual review. You are encouraged to use it as a tool to re-establish your role, highlight your achievements and discuss progress, priorities, training and development. The review should be an open, honest and positive discussion, complementing the more regular dialogue you have with your line manager.

Reinforcing the importance of PDRs,

Peter Truscott, Chief Executive of Galliford Try, said: "Developing our people is critical to ensuring the future success of our business, and therefore a valuable tool for all of us. I encourage you to invest in the process and use it to highlight your achievements, gain clarity on your objectives for the year ahead and discuss your career aspirations."

The PDR process must be completed by 28 April 2017.

Visit our new intranet Galileo for details of how to complete the process, and for information about the way PDRs will be conducted in Construction & Investments.



ALAN NAMED FLEET MANAGER OF THE YEAR

Galliford Try Plant Fleet Manager Alan Baker was named 'Private Sector Fleet Manager of the Year' at the 19th *GreenFleet* magazine awards held at Edgbaston cricket ground in Birmingham.

The awards recognise the contributions made by organisations and individuals from the fleet and motor industries to greener road transport and environmental fleet management.

Alan manages a central hire and service desk responsible for a mixed fleet of 2,400 cars, vans and specialist vehicles. This includes a number of low carbon dioxide (CO₂) emission cars which bring environmental benefit while costing the

company less and helping drivers to reduce their benefits in kind tax bill.

By promoting the lower costs of low CO₂ cars to drivers, Alan and his team have cut the average CO₂ emissions across the company's car fleet from 125 grams per kilometre in 2012 to 100 grams. Our carbon footprint has dropped further through the introduction of plug-in hybrid vehicles, which now account for nearly 10 per cent of the fleet.

Commenting on his success, Alan said: "We have had a real focus on reducing our fleet carbon emissions over the last three years and I am delighted that this has been recognised."

Galliford Try is also among the first 60

companies to sign up to the new green standard for business motoring called 'Go Ultra Low'. To qualify for the standard fleet, operators must pledge that at least five per cent of their vehicles will be electric by 2020, a figure Galliford Try already exceeds.



"ALAN HAS CUT OUR FLEET'S AVERAGE CO₂ EMISSIONS FROM 125 GRAMS PER KILOMETRE TO 100 GRAMS"



Tea-Break with JACK SYLVESTER

Jack Sylvester recently qualified as a chartered surveyor. We caught up with Jack to talk about his achievement and what the future holds

Q Firstly, congratulations on your achievement. How did you feel when you received confirmation that you had qualified?

A For the few months leading up to my final assessment and interview, it was a real slog, so I'd booked the following week off work. When the email came through from the RICS (Royal Institution of Chartered Surveyors) I was at the motorway services on the M5. It was more a feeling of massive relief. It's an understatement to say that I was pleased.

Q What did you enjoy most about your training?

A The period of structured training ended up taking me a lot longer than the minimum two-year period because of work and other commitments. I wouldn't normally use the word 'enjoy' to describe my training, however the satisfaction from the achievement that I now have, has made the process worthwhile. The broad range of competencies that the RICS requires chartered surveyors to demonstrate has allowed me to get experience in areas of work outside of my usual role; this is probably the part that I've enjoyed the most.

Q What challenges did you face and how did you overcome them?

A The main challenge was not letting my training slip because, unlike university or college, I had to set my own deadlines and structure the experience that I got.

Q What does the future hold for you now that you are a qualified professional?

A The main reason that I wanted to become a member of RICS was to invest in my future career. Having the letters MRICS after my name is a respected qualification and hopefully something that will assist me in the future. Having recently qualified, I feel quite clued up on key issues and recent developments in the industry, which, going forward, I'd like to keep up to date with.

“THE BROAD RANGE OF COMPETENCIES THAT THE RICS REQUIRES CHARTERED SURVEYORS TO DEMONSTRATE HAS ALLOWED ME TO GET EXPERIENCE IN AREAS OF WORK OUTSIDE OF MY USUAL ROLE”

Q What advice would you give to anyone thinking of becoming a chartered surveyor?

A The length of the process can seem quite daunting if the RICS requires that you do the period of structured training. However, the feeling of achievement is worth it in the end. Becoming a member isn't a form-filling exercise, and to demonstrate competence to the RICS you do need to have a rounded knowledge, so there's no point in applying for final assessment too soon.

LOOK INTO PROFESSIONAL MEMBERSHIPS

Our Group values the benefits of membership of recognised professional institutions and reimburses the annual membership of one relevant professional institution per employee. We provide opportunities for employees to achieve professional qualifications and, subject to approval, funding may be available. We also endeavour to provide Continuing Professional Development opportunities. For more information, visit the Group Services HR section of our new intranet Galileo.

VOLUNTEER, ALL THAT'S MISSING IS



The Group encourages you to use the volunteering scheme to make a positive difference in the communities where we live and work. Here, you share your experiences with *Evolve*

CREATING A CITY OF TREES

Green-fingered staff from Galliford Try Building North West and Galliford Try Infrastructure lent a helping hand to City of Trees, a movement aimed at reinvigorating Greater Manchester's landscape by planting a tree for everyone who lives there over the next generation.

The two businesses pledged their support to the initiative earlier this year and kick-started the partnership with a volunteering day at Lightshaw Meadows, an area of countryside and wetlands located in the heart of Abram Flashes in Wigan.

So far, the 18 hectare site has been transformed by City of Trees by planting more than 2,000 new trees, including a new orchard comprising 62 fruit trees.

Volunteers from the Warrington office included Tim Wilkes, Environmental Manager, and Joy Woods, CSR Manager Building North West, both pictured to the right. As well as planting trees, they undertook tree care, removed tree guards, straightened stakes, identified dead and unhealthy trees, and also cut a tree which had been damaged by stormy weather.

Joy said: "City of Trees is doing some excellent work and we were really pleased to be able to show our support for it in a practical way. As well as being something that feels good to do, volunteering is also a great way of building relationships with the local community so it makes sense all around."

Speaking on behalf of Infrastructure, Gino Salvatore, Business



Development Manager, added: "We are committed to making a positive impact where we work, and hopefully we have done just that with City of Trees, contributing to creating something that will touch many lives in a very simple way."

Speaking on behalf of City of Trees, Tony Hothersall said: "We are thrilled to have Galliford Try Building North West and Galliford Try Infrastructure on board as partners in City of Trees and help drive forward our mission of planting three million trees across Greater Manchester."

Since the City of Trees movement launched in November 2015 nearly 95,000 trees have been planted including more than 300 street trees, as well as in excess of 30 orchards.

'LORO' WORK FOR EMMA AND JO

Quantity Surveyor Emma Colledge and Bid Co-ordinator Jo Byrne from Galliford Try Infrastructure Security both dedicated one of their volunteering days to help out local hospice charity LOROS.

Every year the hospice cares for more than 2,500 people, providing free, high-quality, compassionate care and support to terminally ill adult patients, their family and carers.

Emma and Jo's time was spent at the charity's warehouse, sorting out donated items to be sold at its shops in Leicestershire and Rutland.

Jo (pictured) said: "The quantity of donated items received by LOROS is overwhelming and we certainly had our work cut out, but we simply rolled up our sleeves and got stuck in to sorting out the items with other volunteers and staff. It was an absolute pleasure to be able to support such a fantastic charity."



SCHOOL'S IN FOR CRAIG

Regeneration Manager Craig Nemeth first signed up to being a governor at his children's school Western Village Primary School in Cheshire four years ago, and has been Chair for two years.

Governors are one of the largest volunteer forces in the country and play an important role in raising school standards through activities such as reviewing school finances, ensuring they comply with the curriculum and helping to prepare for Ofsted inspections.

Since then Craig has spent many hours, mornings and evenings, carrying out his responsibilities and recently decided to use some of his volunteering time to do so.

He said: "Volunteering is a great way to give something back to the community, and sends a great message from our business. I also thought it would assist me in my role where I have lots of interaction with the local schools and the community as it helps you see things from a different perspective."



GET PAID TO VOLUNTEER - BOOK YOUR LEAVE TODAY

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 our intranet Galileo > Group Services > HR > Rewards and Benefits > Paid Volunteering Days. Remember to log your leave as 'Special Paid Leave' in Oracle so we can add up all the good work we are doing as a business.

SUPPORTING CRASH

Galliford Try is a patron of CRASH, a charity which assists homeless and hospice charities with construction related projects. We want to support CRASH with all the good work it does and can do this by volunteering our professional skills, sourcing building materials from our supply chain and getting involved with fundraising activities. If you would like to help CRASH using your volunteering leave or otherwise please contact Kate Marsh on kmarsh@crash.org.uk or 0208 742 0717. To find out more about CRASH Charity's work and the people it supports visit: www.crash.org.uk.





From left: Marketing Manager Frances Longhurst, Senior Sales Manager Andrew Thomson, Contracts Manager John Higgins and Kevin McTurk from Robert Dale Building Services Limited

‘FLIPPING’ GOOD EFFORT

Linden Homes Chiltern was crowned winner of the annual Shinfield Village Pancake Race.

The team, which is building a new development in the village, saw off competition from local businesses and community representatives including shops, the local nursery/school, PCSOs and the parish council. The event was well attended and provided the team with an opportunity to engage with the community.

BOXING CLEVER

Thanks to the efforts of Galliford Try and the Environment Agency (EA), the newly reopened Littleborough Boxing and Fitness Club will be accessible to all.

The team, which was working on the reconstruction of a collapsed section of floodwall nearby, created an access ramp at the club designed to blend in with the surrounding buildings and conservation area.

Club Chairperson Shaun Clancey said: “We could not have asked for a nicer and more professional set of contractors. The ramp will be a great asset for the club and allow us to open the club for the whole community offering a range of new activities.”



LINDEN HELPS PUPILS BUILD UP THEIR CONSTRUCTION KNOWLEDGE

Pupils from Bearnas Primary School visited the building site at Linden Homes South West’s Kings Gate development to find out more about housebuilding, as part of their school project.

The children were learning about different job roles, including people who help them, and the visit provided a valuable opportunity for the company to talk about health and safety.

As well as a tour of the site and the show home, the pupils were shown safety clothing, discussed how to be aware of their surroundings and were also given high-visibility vests for their walks to school, so they can be seen at all times. The site team also arranged for an assortment of materials to be available including bricks and insulation samples and showcased the variety of work carried out on site, from plumbing to carpentry, bricklaying to decorating.

Teacher Helena Malpas from the school said: “The children loved hearing about the work involved on a building site. Being able to see a house in construction and a forklift carrying bricks is much more memorable than us talking about building in the classroom. The children were very excited and really enjoyed exploring the development.”

Brian Deacon, Sales and Marketing Director at Linden Homes, said: “We were delighted to welcome the pupils to Kings Gate. They were enthusiastic to see the construction and I hope we’ve inspired a few budding builders.”



WIN £50 OF AMAZON VOUCHERS

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

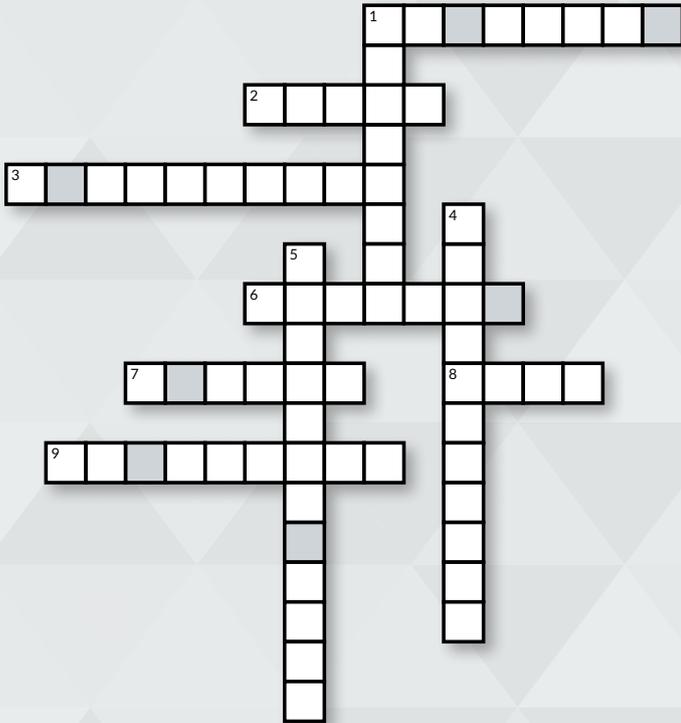
Across

- RAF _____ will be home to a new high G-force training service for fast jet pilots (8).
- Alan _____ was named 'Private Sector Fleet Manager of the Year' (5).
- _____ is to be Britain's biggest new town (10).
- Partnerships & Regeneration won 'Most Innovative _____ Scheme' at the Housing Innovation awards (7).
- A full-size plane wing will be attached to a wall at a testing facility for _____ (6).
- Infrastructure delivered a new runway through an innovative project at _____ Midlands Airport (4).
- Jack _____ recently qualified as a chartered surveyor (9).

Down

- James Murray Deputy Mayor of London visited St _____, a Linden development (8).
- Linden has overhauled sales and forecasting platform _____ (11).
- _____ is a great way to make a positive impact in the community (12).

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



CONGRATULATIONS TO...

Cathy Sheridan, Customer Care Manager,
Linden Homes North West

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

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

"It was fantastic to find out that I had won this competition. The vouchers will come in handy to buy a nice gift for my daughter."

Cathy Sheridan



WORK TAKES OFF AT RAF PILOT TRAINING FACILITY



Pictured above: Air Commodore Squires - Commandant RAF Cranwell. Pictured on the front cover: Air Commodore Walton - Air Officer Med Ops, RAF Centre Aviation Medicine; Air Commodore Lee - Air Officer Air Mobility and Air Enablers; Air Commodore Squires - Commandant RAF Cranwell; Russ Cole - Flight Simulation and Synthetic Trainers Team Leader, Defence Equipment & Support; Jon Haiselden - Head of ASAT, Defence Equipment & Support; Scott Stratton - MD Training Services, AVS, Thales UK; and Stephen McCann -VP AVS, Thales UK

Members of the team from Galliford Try Building East Midlands attended a sod-cutting ceremony for RAF Cranwell in January to celebrate the start of work at a new high G-force training service for fast jet RAF pilots.

The £9 million project is being delivered for Thales - the global technology leader for the aerospace, transport, defence and security markets - which will maintain and operate it for the Ministry of Defence and RAF.

The latest generation of fighter aircraft is capable of performing advanced manoeuvres with rapid, multi-axes motions. This delivers significant advantage and superiority in the air, but exposes pilots to new combinations of high acceleration and rotational motion. Being able to manage the resulting level of G-force is therefore critical to pilot safety.

The new building has been designed to facilitate testing of this, housing a human centrifuge within a 10m radius concrete drum that speeds up to 9-G, enabling the reactions and tolerance of pilots to be tested at acceleration above that experienced in the Earth's gravity.

The building will also accommodate briefing rooms, changing rooms, and medical and support facilities.

Marking the project's start, the sod-cutting was attended by Galliford Try Building East Midlands Managing Director Jon Marston and Project Manager Jason Stanbridge, as well as three air commodores, squadron leaders and directors from Thales.

The contract adds to Galliford Try's growing portfolio in the defence and aviation sectors. Read more on pages 5 and 12.

