

# Fact sheet

Galliford Try is a leading construction group, carrying out building and infrastructure works across the UK



## Our purpose

Our purpose is to improve people's lives through building the facilities and infrastructure that communities need, providing opportunities for our people to learn, grow and progress, working with our supply chain to promote the very best working practices and caring for the environment.

## Our business

Operating as Galliford Try and Morrison Construction, our work for public and private sector clients is well balanced and extensive.

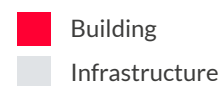
We are focused on the health, education, defence, custodial, highways and environment sectors, where we have core and proven expertise, and a strong pipeline supplemented by our acquisition of the nmcn water business in 2021, as well as our growing capabilities in FM and the Privated Rented Sector.

At 31 December 2021, we had 3,300 employees, with 6.2% of them in graduate, apprentice or trainee roles.

## Key strengths

- Well-capitalised and debt-free.
- Disciplined approach to project selection and rigorous risk management.
- Strong, long-term, collaborative client and supply chain relationships.
- Government public and regulated sector investment is stimulating activity in our chosen markets, where we are on key frameworks.
- Our investment in technical capability and digital tools is delivering greater efficiency for our clients, while driving down carbon.

## Revenue<sup>1</sup>



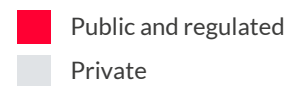
<sup>1</sup> Financial year to 30 June 2021.

## Average month-end cash

# £180m

in the six months to 31 December 2021.

## Order book<sup>2</sup>



<sup>2</sup> At 31 December 2021.

## Order book by sector<sup>2</sup>

Building	Total £2.0bn
Education	£692m
Defence and custodial	£359m
Health	£381m
FM	£247m
Commercial	£364m
Infrastructure	Total £1.4bn
Highways	£510m
Environment	£860m

# Sustainable Growth Strategy

Our strategy sets objectives which align profit with purpose. Sustainability, driven by digitalisation, decarbonisation and social value, is at its heart, responding to stakeholder needs and increasing the long-term operational and financial performance of our organisation.



## Our sustainability commitments

KPIs for our strategy period to 2026 are measured on a full year basis.



Strategic priorities	Sustainability pillars	Objective	2026 ambition	FY21
Progressive culture	Health and safety	Accident Frequency Rate	No harm	0.08
		Lost Time Incident Rate	No harm	0.26
	Our people	Early careers as % total employees	YoY increase	7.2%
		Women as a % of total employees	YoY increase	23.0%
Socially responsible delivery	Environment and climate change	Employee advocacy	YoY increase	New measure
		Scope 1 and 2 carbon emissions (CO <sub>2</sub> e tonnes)	Net zero by 2030	8,881
		Scope 3 carbon emissions (CO <sub>2</sub> e tonnes)	Net zero by 2045	New measure
	Communities	Waste intensity (tn/£100K revenue)	YoY reduction	7.6
		Social value as a % turnover	YoY increase	New measure
Quality and innovation	Clients	CCS performance	>38 and above industry ave	40.6 (industry ave. 38.0)
		% of repeat business in order book	>80%	92%
	Supply chain	% full year planned revenue secured at start of the financial year	>85%	90%
		% business unit core trades spend with Aligned subcontractors	70%-80%	59%
		Prompt payment – % of invoices paid within 60 days	>95%	93%
		<b>Objective</b>	<b>2026 target</b>	<b>FY21</b>
Sustainable financial returns		Focus on bottom line margin growth.	Divisional operating margin growth to 3.0%.	2.0%
		Disciplined contract selection and sustainable revenue growth.	Revenue growth towards £1.6bn.	£1,125m
		Maintain strong balance sheet.	Operating cash generation.	Average month end cash £164m
		Sustainable dividends.	Dividend cover of 2.0x.	Dividend cover of 2.0x

## Risk management

Assessing and managing risks and uncertainties is the central element of our process and business strategy. Commercial control and rigorous risk management are an integral part of our strategy. We achieve this through our:

- Focus on margin improvement as we grow.
- Disciplined approach to project selection including:
  - Ensuring appropriate terms and conditions for each project.
  - Employing margin thresholds.
- Peer reviews of bids and contract reporting.
- Board approval for all bids over £25m and other risk factors.
- Aligned and informed supply chain.
- Clear management reporting lines.

More information:

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