



Building business



Building foundations

A successful management buy-out. A major business restructure. One year on, with integration and partnership still firmly at its core, the Pearce Group's allegiance to the SouthWest runs deep. Increasingly, however, Pearce's proven specialist sector skills and solutions are in demand nationwide....

"There's a myth in construction that clients always want new buildings. They don't. The reality is, they want answers.

In the first instance, that means specialist, informed advice; considered options and alternatives to resolve a business need. In many cases, the professional response may be 'don't build new - repurpose existing facilities'. Whether as a contributor within a client's own construction team, or as the lead skills or solution partner, we see collaborative discussion creating uniquely productive relationships.

We don't just pay lip service to integrated construction. We live it. Every one of our 430 employees plays a part. It's an ethos that drives success. A year on from our management buy-out, we have no debt and £10.7m on the balance sheet. We have clients spanning the whole spectrum of public and private sectors - from major retailers and hotel groups to local education authorities, from the NHS to the Ministry of Defence.

Pearce clients want more from their construction relationships. They want business solutions. They want productive partnerships.

It's my privilege to watch the teams at Pearce successfully building them."



John Rackstraw, CEO
Pearce Group Limited.



"May we thank Pearce Leisure for the thoroughly professional delivery of this venue. It is heartening to compare the Egan Report 'Rethinking Construction' and the way in which we have worked together; many of the objectives contained in this document regarding working practices are similar."

Martin McWilliams (RIBA), a Director at Jamm architects, writing on the completion of the Esporta Health and Fitness club, Hemel Hempstead

Pearce Group - Milestones

Since its formation over 80 years ago, Pearce has grown to become a key player in construction - not only in the SouthWest but increasingly on projects across the UK.

- 1922** Charles Henry Pearce forms CH Pearce Construction in Bristol.
- 1948** Pearce becomes the largest housebuilder in Bristol and the surrounding area.
- 1955** Pearce signs framework agreement with the M.O.D for work on military camps and establishments across the SouthWest.
- 1968** Quoted on the London Stock Exchange.
- 1985** CH Pearce merges with Crest Nicholson PLC.
- 1986** Pearce completes 250,000 ft² European headquarters in Bristol for Hewlett Packard.
- 1993** Pearce delivers 800,000 ft² Sony manufacturing facility in Bridgend, Wales.
- 1995** Pearce delivers a £35 million pound project for the Newport Semiconductor facility.
- 1996** Formation of specialist Pearce Retail and Leisure divisions following framework agreements with ASDA and Whitbread.
- 2002** Pearce forms a specialist Health division after winning Preferred Supply Chain partner status with Procure 21.
- 2003** Pearce signs Management buyout from Crest Nicholson.
- 2003** Pearce unveils share equity scheme for all employees.
- 2004** All group companies unite under Pearce Group Ltd.

Building performance

For Pearce, 'Partnering' is a term that demands action, not just words.

From our open, integrated supply chain relationships, to our framework agreements sharing learning and best practice, collaboration means improved security, greater efficiency and reduced cost.

"Pearce have nurtured a strong customer responsive people culture whilst retaining an inherent concern for task. This is indeed a powerful profile that is a major asset for growth. It also keeps the company well ahead of the pack in a building industry that is largely slow to adapt itself to progressive people contract management styles."

Investor in People assessor

The concept behind our innovative approach to supply chain management is simple. Working in collaboration - examining costs transparently - is more productive. Continuous benchmarking ensures best value. Most significantly, for our clients, it can yield profound commercial benefits.

On cost. On time. Quality assured

The supply chain directly determines the cost, programme and quality of all projects. Up to 95% of project cost is supplier-based. Access to committed, stable, best of breed suppliers is crucial. It is this understanding that has led Pearce to pioneer fully-integrated partnerships with a consolidated group of suppliers.

Added experience. Added value

We see supply chain collaboration as an opportunity to add experience and value. We strive to reduce cost - but not by reducing the suppliers' profit. By engaging suppliers at the project outset, construction savings can often be 'designed-in'. Learning is shared. Suppliers are inducted into our business in the same way as our staff.

Chosen contractors become an extension to a specialist Pearce account team - privy to the same challenges, facing the same logistical, time and cost constraints.

For clients seeking world-class service and delivery, the Pearce approach is compelling.

Managing customer expectations

Many projects require additional criteria to time, cost and quality. Maintaining the client's corporate identity, managing multiple stakeholders, reacting swiftly to change - these are just a few of the skills required to protect our customers' business during construction works. The customer-facing structure of Pearce is driven by a keen interest in understanding the business of every one of our clients.

Measurement drives performance

Whether it is our project team, supply chain or senior management, the constant measurement of performance is at the heart of our quest for continuous improvement. With many of our clients Pearce has played a lead role advising on the effective use of Key Performance Indicators and their alignment across all team members.

Collaboration In Practice



MOD & Andover North Site
Pearce was part of the Prime Solutions team that delivered the first MOD Prime Contract, a £39 million Redevelopment for Andover North Site.

The project involved the design and construction of an open plan office building for 750 personnel complete with a 150-seat auditorium, Sergeants' Mess with 68 single living units, technical building, gatehouse, crèche and associated car parks, security fencing and landscaping.

Using the Pearce 'collaborative team' approach, the contract embodied innovation throughout the design, construction and compliance process. The outcome was so successful that Defence Estates now use the Andover model as a blueprint to industry. The project is referenced within 'Accelerating Change' and is an exemplar project referenced by OGC.



Building people

Successful construction relationships are delivered through people.
Pearce Group offers the culture, resources and responsibility to ensure all employees can develop, flourish and grow.

Fast Track



John Boughton

At only 29, John is currently the Pearce Project manager for Clarks' £19m Distribution Centre in Street, Somerset. He has overall responsibility for the site - a role that sees his team managing some 35 contractors and in excess of 140 operatives.

Before this, John was the Pearce Project Manager for the £7.5m National Velodrome in Newport - a multi-use, 500 spectator venue with a cycle track built to the same specification as that used in the Sydney Olympics. John's professionalism reflects his nomination for the CIOB Construction Manager of the Year award.

His personal development and training has included health and safety, presentation, negotiation, management and motivation skills. Progression has been swift. A Construction Management graduate, John joined Pearce in just 2001...

"I've been very fortunate. The belief placed in me by both Pearce and clients alike has afforded me exceptional opportunities."

John Boughton

Fast Track



Sarah O'Neil

Sarah O'Neil joined Pearce in 1998, as an Assistant Cost Manager. Within 6 months she had become a Cost Manager. By 2001, and with promotion to Senior Cost manager, Sarah was controlling jobs typically worth up to £4m, with a team of four reporting staff. Today, As Cost Process Manager, she oversees all cost management procedures across the Pearce Group.

"It's odd to think that it's only been 6 years since I joined. I've always had great encouragement support - both from other managers and the directors."

Sarah O'Neil

Pearce is a busy, forward-thinking company. The work is exciting. Demanding. Challenging.

Our career opportunities are outstanding.

At every level in the organisation, we are passionate about helping our people to develop. We are committed to realising individual potential.

This is much more than corporate ideology. **It's an obsession.**

Training. Personal development

With graduates making up a third of our workforce, expectations are high. Career development is constantly reviewed and managed through personal development and training plans. On average, the training investment for each Pearce employee is 6 days per year - twice the CITB-ConstructionSkills average*.

Pearce encourages the highest standards of professional practice. Over half our employees are members of professional institutions.

A culture of opportunity

When their capability and achievement is recognised, people grow. Pearce seeks to confer responsibility rapidly - career progression is swift. Wherever possible, we nurture and deploy skills internally, from within group. Secondments to other teams - and also to clients - not only offer staff invaluable experience; they also help to share learning and Best Practice.

Challenge with reward

An open culture echoes our approach to business partnerships. Effort is collaborative. Individuals work together, in dedicated, multidisciplinary client or sector teams. Each group has autonomy, reporting as a strategic business unit. With the exception of specialist support, teams are entirely self-sufficient in their skills.

This commitment to each client fuels a close personal rapport. It's pioneering. It's productive. And it's a philosophy that builds our most important asset: our people.

*CITB-ConstructionSkills People Skills Scoreboard 2002



Building partnerships

Multi-disciplinary skills... customer-focused teams... collaborative working. Across diverse sectors, the Pearce Group's divisions are successfully redefining industry practices and attitudes to deliver true building partnerships.



Pearce Health is a collaborative team of healthcare professionals and service deliverers providing full integrated design, construction and support solutions to UK healthcare customers and NHS trusts. Under the brand of Medikor, Pearce Health won a place as one of five principal supply chain partners for the NHS Estates Procure 21 pilot scheme in the north west of England. This proved so successful that the scheme, and Medikor, has been rolled out throughout the UK. Medikor has recently been awarded the Partnering Award for Project Management under the Building Better Healthcare initiative.



Pearce Education has over 50 years experience working with local authorities and colleges to improve education facilities throughout the South of England and Wales. With the introduction of public private partnerships we are well placed to drive the design and construction of education facilities to meet exacting government targets. From financial partnership to aftercare, the integrated Pearce Education team is securing the right business case solutions with the right environments to develop and educate our youth.



Pearce Retail is a UK market leader in managing construction works within, or adjacent to, live trading stores. Investment in fixturing and services management coupled with the skills to minimise and managing disruption has secured our position as a principal framework contractor for five of the top UK supermarkets and two blue chip department stores. By utilising framework agreements to achieve better purchasing from material and sub contract suppliers, Pearce Retail meets today's increasing demands for a competitive return on project roll out and investment.

Making it happen



New College, Swindon
New College, Swindon occupied old 1960's buildings. Selling some surplus land would help towards funding new facilities.

When consulted, Pearce successfully approached Crest Nicholson Residential (South West) Ltd to become the college's partner for the development - realising the land's potential for residential use.

As main contractor, Pearce delivered the College facilities and co-ordinated the new residential units, roads, landscaping, and play areas. The 3 storey building was fully finished with suspended ceilings, plastered and painted walls and carpet and flooring. The usual services included an IT infrastructure.

The 73-week programme, completed with the college in daily use, included demolition of the old facilities.



Pearce Leisure has built on the group's partnership with Whitbread to develop a leading expertise in the construction of restaurants, hotels and fitness centres. Through a genuine understanding of lean construction we have been able to accelerate construction programmes from two to five bedrooms per week whilst reducing costs by 28%. In a sector as competitive as leisure Pearce clients enjoy real competitive advantage when bidding for sites. Brand leaders such as Whitbread, Rank and Cannons demand exacting quality standards. In response, Pearce Leisure has developed several specialist areas of expertise - in particular the design and construction of swimming pools and the management of often highly complex services installations.



Pearce Special Projects caters for repeat and single project clients that fall outside our specialist divisions. Whether through 'Design and Build' or more traditional procurement routes, our proven cost and quality controls are the success behind many landmark buildings in Bristol, the South of England and Wales. Our focus is to target projects where we can add value: through architectural or services design and/or coordination, by managing complex sequencing of works or by utilising our exceptional local supply chain relationships spanning some 82 years.



Pearce General Contracts has an outstanding reputation for competitively delivering and closing out smaller value projects with a value of £0.5m-1m. Whether one-off projects or a regional roll out, clients and consultants can expect precisely the same modern techniques and astute professional insight enjoyed by our multi-million pound builds. A mix of directly employed tradesmen and long-term relationships with local subcontractors provides the competitiveness, speed and guaranteed quality this sector demands.



Building success

For over 80 years Pearce has consistently built a reputation for success.
Our achievement is well recognised - both by clients and our peers.

Accreditations

Investors in People

Quality Management System to
BS EN ISO 9001:2000

Environmental System to
BS EN ISO 14001:1996

Pearce Group Awards Ltd 2000-2004

Building Magazine
Contractor of the year 2004 Finalist

ASDA Best contractor team 2004
Finalist

Better Health Care Initiative 2004
Partnering award for project management

CIOB Building Manager of the Year Award
2004 Finalist

RoSPA 2003
Silver Award

Retail & Leisure Property Magazine
Retail & Leisure Contractor of the
Year 2003 - Winner

Asda Brick Awards
- Best Contractor Team 2003 Finalist
- Health & Safety 2003 Finalist
- Health & Safety 2002 Winner

RoSPA 2002
Bronze Award

Construction News
Training Award 2002: Winner

Building Magazine
Contractor of the Year Award 2002: Finalist

Inside UK Enterprise
Best Host Presentation 2002: Winner

C.I.O.B
Building Manager of the Year
Award 2002: Finalist

BIFM Award for PFI/PPP Project of the Year
DLO Andover North
Site Redevelopment 2002

Bath & NorthEast Somerset
Building Control 2002
Building Quality Award Winner

Building Magazine
Contractor of the Year Award 2001: Finalist

Business Excellence S.W. Finalist
Commendation 2001

C.I.O.B Environment Award
Best Project 2001 Winner

British Association of
Landscape Industries 2001
Award Winner for Development
at Hook, Hampshire

Considerate Contractor Scheme 2001
Bronze Award UK

R&D Appointments 2003
Be Forum Member

Reading Construction Forum
Forum Member

Industry Network for Construction Research
Steering Group Member

Building Education & Research
Corporate Sponsor

Bristol Best Practice Club
Founding Member

Open University Business School
Industry partner & Steering Group Member

EPSRC funded research projects

University of Salford on Trust
in Construction

University of Reading and Imperial
College on the HR Implications of
Lean Construction

*"These people have a
sense of urgency, they respond
quickly, they are highly
organised and, for all the
pressures of a fast track
contract, they are a terrific
team to work with."*

Kit Chapman, Chief Executive
Brazz plc, commenting on the
Pearce Leisure team



As a client, supplier or an employee, Pearce Group offers the chance to change the way you think and work in construction.

Join us in building success.

For an initial discussion, call Andrew Dale-Harris
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