

Gerco Employee Roadmap

March 2026



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01

Introduction

An introduction to the Gerco Employee Roadmap.



The Employee Roadmap Context

The Employee Roadmap was developed to support achievement of Gerco's Strategic Goals by putting employees at the heart of the organisation:

Gerco is a leading specialist of integrated services

Gerco is focussed on delivering quality end-to-end solutions by ensuring projects are implemented from concept to design to full certification.

Gerco is a trusted partner

Gerco builds strong relationships with its partners and delivers excellence through collaboration, integrity and problem solving.

Gerco is a robust and sustainable organisation

Gerco maintains a robust financial strategy and manages sustainable growth through delivery of its sustainability roadmap.

Gerco is focused on retaining talent and building expertise

Gerco develops its people through focussed career development supported by a strong employee value proposition.

Gerco invests in organisational improvement

Gerco champions innovation and embraces change to remain agile, adaptive and efficient.



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The Employee Roadmap Context



The Employee Roadmap delivers effective direction, process, guidance and support to employees on their development, training, career progression and performance management through a flexible and transparent employee journey from Apprentice to Managing Director.

Employees are highly trained and qualified specialists with clear ownership of their competency and skill development

Employee performance is assessed on behaviour and values together with skill and technical competence

Employees have opportunities to develop and grow over the long- term supporting employee tenure

Employees have annual career discussions and clear development plans aligned with their ambitions

Employees are engaged and consulted on strategic organisational initiatives

The Employee Roadmap is realised through embedding our core values



Be a leading specialist within a diverse industry.



Employ the best and invest to be the best.



Deliver excellence, compliance, and peace of mind to our clients.

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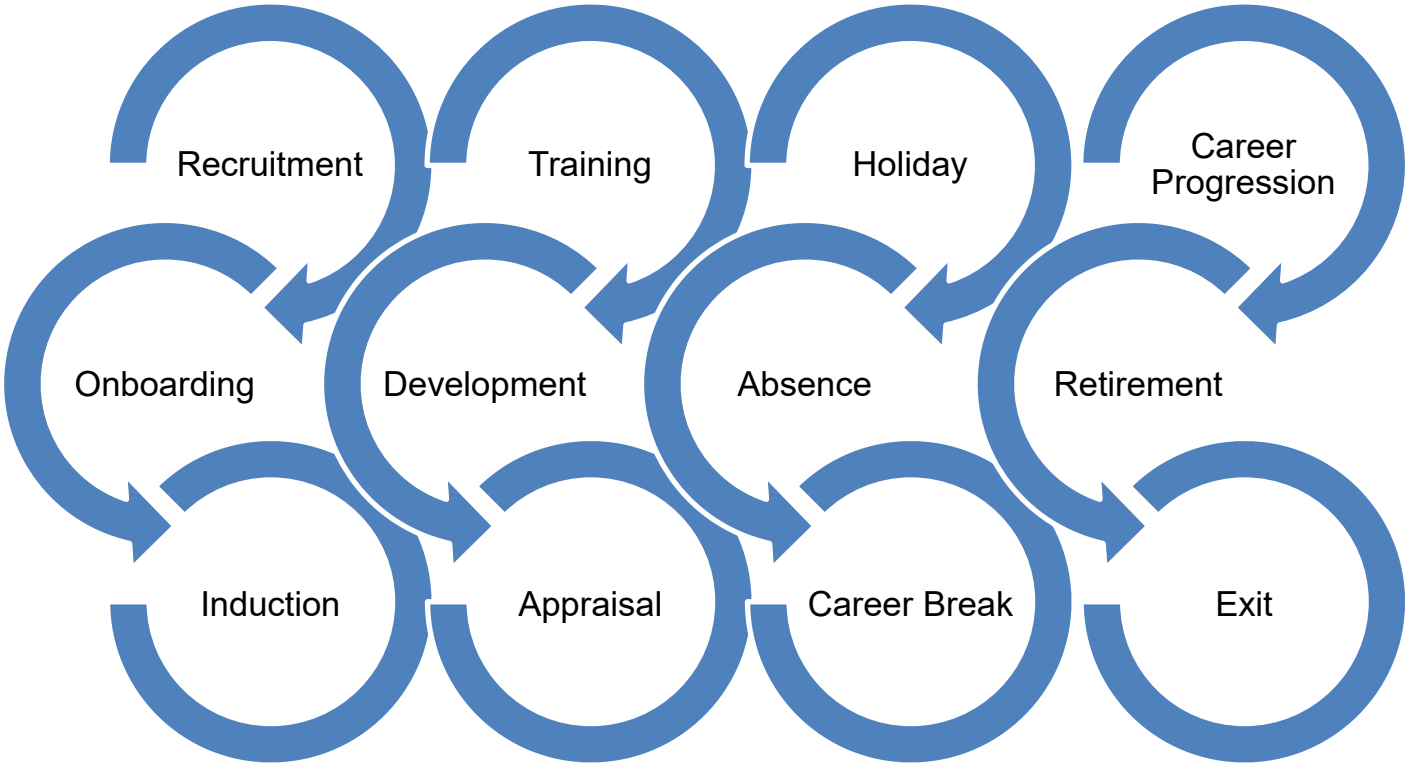
Employee Lifecycle

The Employee Roadmap enables key elements of the Employee Lifecycle.



Employee Lifecycle

The complete Employee Lifecycle shows the employee journey from recruitment to exit and is provided here for reference. The Employee Roadmap brings to life the key elements of the Employee Lifecycle to provide clarity and understanding to all Gerco employees.



Note: Some elements of the Employee Lifecycle are yet to be analysed, enhanced and documented and so do not yet appear in the Employee Roadmap; this work is planned for 2026.

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Employee Roadmap

The specific elements of the Employee Roadmap.



Job Levels

Gerco has five job levels with each individual role categorised at a specific level. Each job level has defined behavioural competencies. Technical competencies, including qualifications and accreditations, are specific to individual job roles.

Job Level	Details	Behavioural Competencies
Executive - Level 5	Director roles.	Leadership Commerciality
Leader - Level 4	Leads and manages people.	Teamwork Trust
Manager/Specialist - Level 3	Manages people or specialist business area.	
Operative - Level 2	Trained and qualified individual contributor.	Agility Communication
Apprentice - Level 1	Trainee individual contributor.	

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Behavioural Competencies

Behavioural competencies are defined for each job level as follows.

Job Level	Behavioural Competency	Definition
Executive - Level 5	Leadership	Leads and champions Gerco strategy and business plan bringing the vision, mission and values to life through effective role modelling, communication and stakeholder engagement.
	Commerciality	Drives business performance and results to achieve Gerco's Strategic Objectives and targets.
Leader - Level 4	Teamwork	Works collaboratively with colleagues through effective communication and by role modelling Gerco values.
Manager/Specialist - Level 3	Trust	Inspires trust through delivering on commitments and demonstrating technical competence.
Operative - Level 2	Agility	Responds positively to change and demonstrates a willingness to learn and develop.
Apprentice - Level 1	Communication	Communicates clearly and effectively, listens to others, and demonstrates openness in sharing information and keeping people informed.

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Job Roles

Gerco has the following job roles with specific job descriptions, technical competencies, salary scales and benefits defined for each role.

Job Level	Job Role	Department
Executive – Level 5	Managing Director	
	Operations Director	Operations
	Commercial Director	Commercial
Leader – Level 4	Operations Manager	Operations
	Commercial Manager	Commercial
	Group Business Development Manager	Business Development
Manager/Specialist – Level 3	Senior Project Manager (specialist)	Operations
	Senior Project Manager (multi-site)	Operations
	Senior Quantity Surveyor	Commercial
	Project Manager (specialist)	Operations
	Project Manager	Operations
	Health & Safety Manager	Operations
	QAQC Manager	Operations
	Head of Business Support & Finance	Business Support & Finance
	Estimating Manager	Commercial
	BIM Manager	Operations
	Senior Site Manager (multi-site)	Operations
	Contracts Manager (multi-site)	Operations

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Job Roles

Gerco has the following job roles with specific job descriptions, technical competencies, salary scales and benefits defined for each role.

Job Level	Job Role	Department
Manager/Specialist – Level 3	Health & Safety Advisor	Operations
	QAQC Advisor	Operations
	Quantity Surveyor	Commercial
	Site Manager	Operations
	Senior Estimator	Commercial
	BIM Coordinator	Operations
	Estimator	Commercial
	Senior Business Support & Finance Administrator	Business Support & Finance
Operative – Level 2	Assistant Quantity Surveyor	Commercial
	Assistant Estimator	Commercial
	Assistant BIM Coordinator	Operations
	Business Support & Finance Administrator	Business Support & Finance
	Project Coordinator	Business Support & Finance
	Supervisor	Operations
	Fire Stopper	Operations
	Intermediate Fire Stopper	Operations
	Spotter	Operations

Job Roles

Gerco has the following job roles with specific job descriptions, technical competencies, salary scales and benefits defined for each role.

Job Level	Job Role	Department
Apprentice – Level 1	Administrative Assistant	All
	Apprentice	All

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Recruitment & Promotion

Individual roles are advertised highlighting primary and secondary locations with a defined job description including:

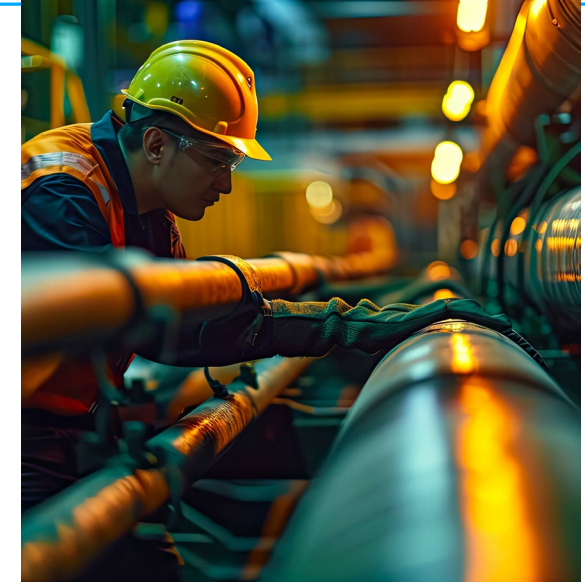
- Job Title
- Department
- Line Manager: as job role not named individual
- Salary Scale: minimum to midpoint
- Role description: 1 paragraph
- Responsibilities & deliverables: maximum of 10 bullet points
- Behavioural competencies
- Technical competencies

Competency-based interviews are completed with hiring managers asking standard competency-based questions relevant to the job level to evidence behavioural competencies, and relevant to the individual role to demonstrate technical competency.

Internal candidates may be promoted without interview if:

- They are performing well in their existing role as evidenced in their last appraisal.
- They have a development plan in place and have been working towards the promoted role.
- There are no other internal applicants for the role.

All UK roles have a UK contract and Scotland base. All European roles have an Irish contract and Irish base. All site roles have a secondary location specified with the appropriate compliance requirements met to enable efficient operative mobility.



Salary Scales

Every individual role has a salary scale with a minimum, maximum and mid-point. The 2026 salary scales by job level and the procedural rules regarding recruitment and promotion are detailed here. Pay increases can be also be awarded via the Gerco appraisal system with any out of cycle pay increases presented to the Senior Management Team for approval. Salary bands are reviewed and updated annually aligned with inflation, cost of living and legislative changes such as minimum wage.

2026 Salary Scales

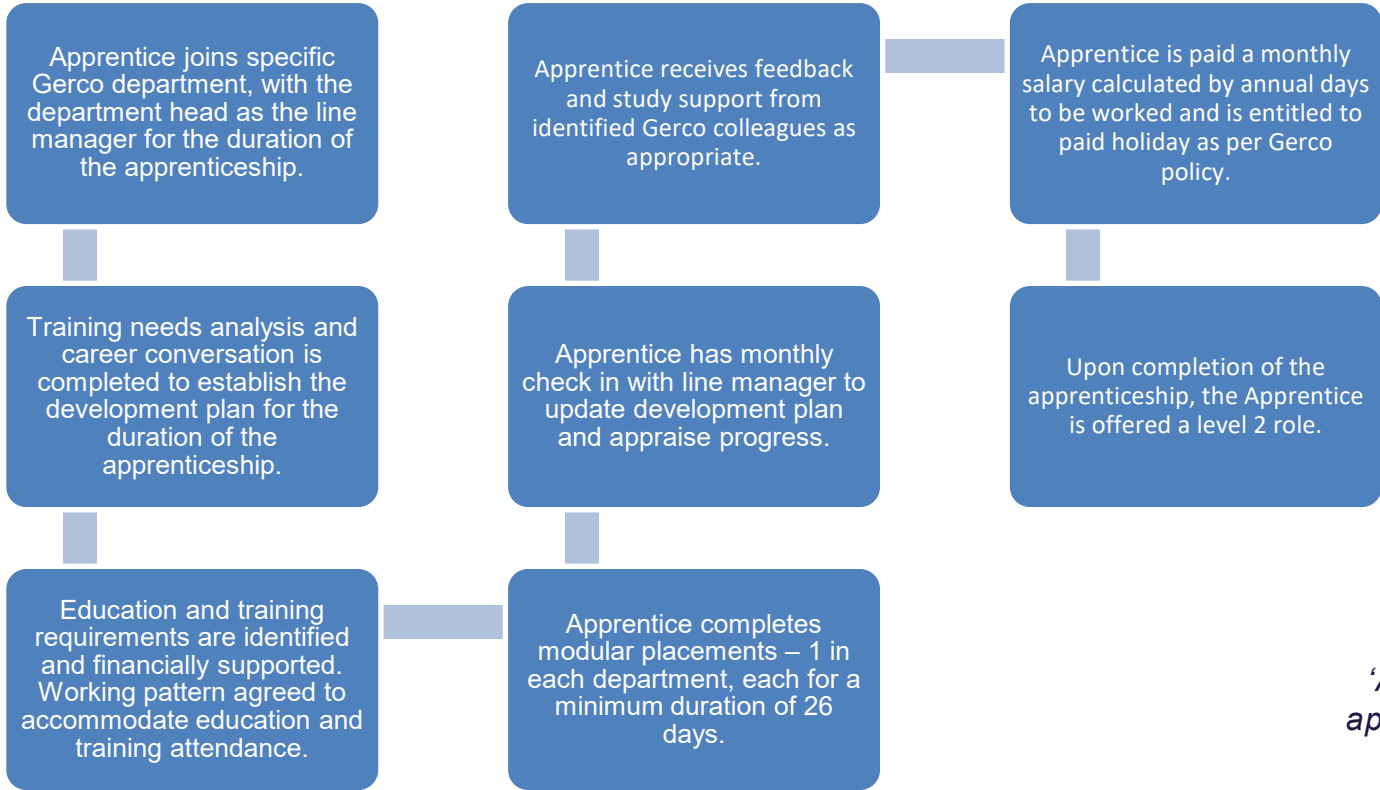
LEADER £75,000 - £90,000	MANAGER/ SPECIALIST £30,000 - £75,000
OPERATIVE £25,000 - £35,000	APPRENTICE £16,500 - £25,000

Salary Procedural Rules

All recruitment is advertised using the salary band relevant to the role.	Offers are usually made at the minimum of the salary scale for Operatives.	For internal promotion, employees start at the minimum of the salary scale of their new role, or a 10% uplift upon promotion of their previous salary, whichever is the higher.	Returners joining in the same role start on the same salary as they left upon. Returners joining in a different role follow the same recruitment rules as new starters.
Offers are usually made at the mid-point of the salary scale for Managers and Leaders.	10% discretionary leeway sits with the hiring manager to reduce/increase the offer based on candidate experience.	Apprentice level roles starting salaries are defined as per minimum wage guidelines dependent on age.	

Apprenticeship

Gerco offers a flexible apprenticeship scheme tailored to the employee’s needs. The apprenticeship scheme is modular, and the duration is dependent on the employees complimentary training and education commitments. A Gerco apprentice can be recruited as a school leaver, under-graduate in education or a graduate in their first job. Upon completion, Gerco requires the employee to remain with the organisation for 2 years or upon repayment of all training and education fees. Gerco seeks government funding from apprenticeship programmes to cover some financial cost.

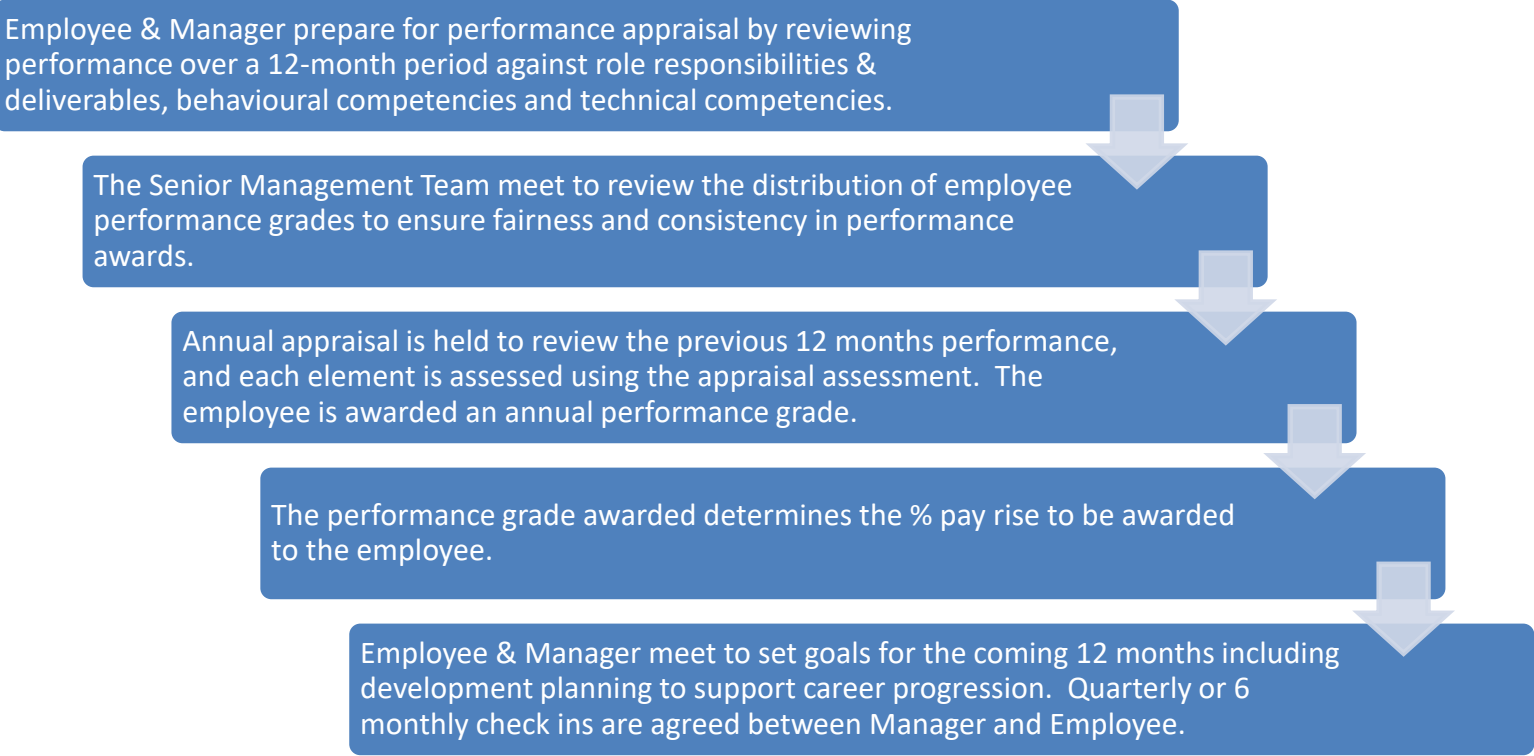


Note: Gerco also has entry level ‘Assistant’ roles which may be more appropriate for candidates applying for the Apprentice scheme.

Appraisal

Appraisal describes all elements relating to managing an employee’s performance and appraising this together with supporting training, development and career progression.

The annual appraisal cycle is as follows:



Grade	Definition
Below Expectations	Has not achieved the required performance level against the role responsibilities or has not demonstrated acceptable levels of behavioural competence or has failed to meet the technical competence standards (including non-compliance).
Meeting Expectations	Has achieved the required performance level against the role responsibilities, has demonstrated acceptable levels of behavioural competence and has met the technical competence standards (including compliance).
Exceeding Expectations	Has exceeded the required performance level against the role responsibilities, has demonstrated exceeding levels of behavioural competence and has met the technical competence standards (including compliance).

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Thank you!

At Gerco we pride ourselves on our customer service. If you would like to discuss a new project, talk about a current one or find out more about our work, please contact us.

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