

TODAY

**DELIVERING
TODAY FOR
TOMORROW**

**A Focus On:
Morgan Sindall
Group's Roadmap
for Sustainability**

In order to drive sustainability forward within the Morgan Sindall Group, we must give our Total Commitment to making it happen. Our Roadmap for Sustainability maps out targets, milestones and actions for each division and the Group as a whole to aim for. From this, six Key Commitments have been identified that will steer us in the right direction. So, whether it is helping to reduce the energy and waste from our offices and sites, staying safe at work or getting involved with local communities, each and every one of us has a part to play in helping us achieve our Total Commitment.

MORGAN SINDALL



In the long term the only businesses that are going to succeed are those that deliver sustainable solutions. Sustainability opens new market opportunities and so ultimately the success of sustainability becomes the success of the company. The Roadmap sets out what we're trying to achieve and how we're looking to achieve it. It is a Total Commitment because we are looking to do the utmost possible in all areas of sustainability. Rather than looking at sustainability as a challenge I would like you to look at it as an opportunity for us to innovate and become even better and more successful at what we do.

Paul Smith, Chief Executive



In this issue...

This issue of TODAY focuses on Morgan Sindall Group's new Roadmap for Sustainability. It starts off by explaining what the Roadmap is and why the Board see it as a critical tool for helping guide the Group's journey towards sustainability.



Sustainability is about the human race's ability to survive and prosper.

To me, Total Commitment is about either believing in something or not. It's about integrity. No half measures. No excuses. No apologies. No looking for someone else to do it for you.

It's about placing sustainability at the heart of all that we do both personally and corporately. It's about being responsible for our actions and taking defensible decisions. It's about making choices that are good for us as individuals, good for the growth and prosperity of the company we work for and good for the planet we all live on.

Paul Whitmore, Commercial Director



Implementing the Group Roadmap cannot be achieved without the support and commitment of Morgan Sindall Group's five divisions. Each division has already signed up to the Roadmap, and agreed to give their Total Commitment to sustainability by focusing on the six commitments.

Since the divisions are all different, they will contribute towards the journey for sustainability in different ways and show leadership in different areas. Most of this issue of TODAY provides a showcase for some examples of how the divisions are, in practice, already providing project solutions that contribute towards the Roadmap's six commitments. There is already lots going on and so the following pages highlight just two of the six commitments for each division.

Finally, TODAY explores some examples of how Morgan Sindall Group's operations are themselves being made more sustainable, for example in terms of the offices it owns and construction sites it runs.

Total Commitment in Practice

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THE 22 PRIORITY OBJECTIVES

The Roadmap provides a detailed action plan for 22 priority sustainability objectives that are relevant and appropriate to Morgan Sindall Group. They are drawn from the People, Planet, Profit model that has been adopted by the Group.

THE SIX COMMITMENTS

Six key areas of strategic improvement have been selected as critical to driving sustainability into the Group's cultural DNA. These will form the main focus of attention and activity. They will be explained to every employee and will become the basis of our reporting.

PEOPLE

- 1** Total commitment to a safe workplace
- 2** Total commitment to developing talented employees

PLANET

- 3** Total commitment to reducing energy consumption and carbon emissions
- 4** Total commitment to reducing waste

PROFIT

- 5** Total commitment to improving sustainable procurement
- 6** Total commitment to supporting local employment

Construction and Infrastructure

IN PRACTICE 1 Total commitment to a safe workplace

Everyone has the right to be 100% Safe

Morgan Sindall has renewed its commitment to safe working with the launch of 100% Safe.

Building on the great work that Morgan Sindall has done in previous years, 100% Safe is a new approach to safe working that is centred on five 'Safe' pillars:

- Safe places – creating environments which provide security and protection from harm
- Safe by choice – choosing to be safe, avoiding unnecessary risks
- Safe relationships – gaining trust through active engagement, collaboration and feedback
- Safe by design – staying safe by undertaking proper planning and making the right decisions
- Safe lives – caring for people, promoting health and well-being for everyone who works with the company

100% Safe is all encompassing as it also focuses on environmental aspects, occupational health and the quality of

Morgan Sindall's work. It is aligned with our values and our philosophy of Perfect Delivery, making it fundamental to delivering exceptional customer service.

The approach was launched companywide on 4 April. Since then sites and offices have been learning about 100% Safe and what it means for them. A series of presentations were given to all staff, extra resources have been placed on the intranet and special packs have been issued to all sites. The company held its first 100% Safe by Action day in June, where the senior executive team visited sites to gain experience of how 100% Safe is working in practice.

"100% Safe is an approach based on fact rather than theory, and knowledge gained from tried and tested experiences across the business", said director of safe and sustainability, Martin Worthington. "We wanted to tie it in with positive terminology and you can't get any more positive than 100% – we are building up to success rather than looking down to zero."



Our Commitment

For some time now, sustainability has been on the radar of many businesses but few of these have, until recently, started to treat it as a priority. However, recent shifts in expectations, both from our employees and customers as well as other stakeholders, means that there has never been a better time for Morgan Sindall to place sustainability at the heart of our offering.

Sustainability has become a critical factor of our success and is key to our future growth. It is now a component part of our customers' and suppliers' agendas. It has become integral to the way businesses operate. It is now expected by society that we will operate sustainably.

Graham Shennan
Managing Director,
Morgan Sindall

100% Safe



Total commitment to improving sustainable procurement 5 IN PRACTICE

Meet the Contractor for Pudding Mill Lane

Morgan Sindall is putting sustainable procurement into action on the Pudding Mill Lane rail project.

The contract, worth in the region of £50m, will link the new Crossrail tunnels to the existing Network Rail infrastructure in the London Borough of Newham. Morgan Sindall hosted a 'Meet the Contractor' event on 21st July in Stratford which proved to be not only an excellent way to gain access to new competitive suppliers and pools of talent but also strengthen links with the communities directly impacted by the work. The event featured the Deputy Mayor of

London, Richard Barnes, who said that responsible procurement makes good business sense. "I am delighted to see major contractors like Morgan Sindall putting responsible procurement into action."

The location of the work is adjacent to the southern part of the London 2012 Olympic site and Morgan Sindall has been proud to support the Mayoral 'responsible procurement' agenda. This involves purchasing goods, works and services in a socially and environmentally responsible way that delivers both value for money and benefits to London. For example; at Pudding Mill Lane, the team has chosen a concrete supplier that is registered to the BES 6001 standard (responsible sourcing of construction products), a standard only awarded to suppliers who responsibly source materials. By continuing to make responsible choices for projects, Morgan Sindall is driving forward its commitment to improving sustainable procurement.

Carnegie gives an education in sustainability

By rewriting the design rule book to meet the specifications for BREEAM 'Outstanding', Carnegie Primary School should be the first primary school in the country to gain this top recognition for sustainability.

Morgan Sindall was appointed as the main contractor to design and build the new school by Fife Council, whose procurement model was one of the main reasons that this school could be created to the highest standard of sustainability. The bid came without a design and with an emphasis on quality which meant that sustainability could be considered for every aspect of the building. The team chose to use local companies and contractors where possible and all materials used, had either an A or A+ rating from BRE's Green Guide.

"A school with the name Carnegie is always going to aspire to the highest level and everything I am seeing around this new school, from the school's leadership, to the enthusiasm of the children and to the quality of the building, makes me confident that this is a school that will more than live up to its name". Douglas Chapman, Councillor, Fife Council.



Affordable Housing



the first in the region to reach Code for Sustainable Homes (CSH) Level 6 – meaning they produce zero carbon emissions.

These 12 properties feature the latest solar photovoltaic panels and high levels of insulation designed to make them carbon neutral. Longfield Drive also features a communal biomass boiler which can heat multiple premises at the same time. The remaining 33 homes have been built to CSH Level 4 and also feature rainwater harvesting systems for use in the toilets as well as external use via a tap. By incorporating energy efficiency measures as standard, these affordable homes will use considerably less energy to run and so will also save the tenants money after they move in.

Councillor the Rev Paul Flowers, Bradford Council's Executive Member for Housing, said: "They give a flavour of how houses in the future will be built as normal, as the technology develops further and becomes more commonplace. There is a major shortage of affordable homes in the district so to be able to address that and act as a standard bearer for eco-friendly building is a great achievement."

Bradford goes zero carbon

Lovell has worked with Yorkshire Housing to produce the most eco-friendly homes in Yorkshire for Bradford Council. 12 of 45 properties in Longfield Drive are



Our Commitment

We will continue to monitor and review our existing Sustainability Strategy that has been designed to; embrace responsibility for our actions, encourage positive impacts and establish efficient sustainable practices within the business. This strategy is driven by a Forum of senior staff from key disciplines chaired by me.

The members of the Forum have demonstrated Lovell's commitment to the Group's Sustainability Roadmap through positive leadership and our own sustainability objectives which in time will be a defining characteristic at Lovell.

Stewart Davenport
Managing Director,
Lovell



IN PRACTICE 6 Total commitment to supporting local employment

Paving the way for local apprentices

IN PRACTICE 3 Total commitment to reducing energy consumption and carbon emissions

Out with the old and in with the new

Using its experience as one of the first UK contractors to achieve Code for Sustainable Homes (CSH) Level 6, Lovell successfully retrofitted a typical 1970s house for Wellingborough Homes to exceed CSH Level 4 at half the price.

Although the house on Kestrel Lane was empty at the time of the retrofit, the work was designed to be completed as if the home was occupied, within 20 days. The project managers aimed to meet and exceed CSH Level 4 by increasing the property's

energy efficiency to the level of a new build home – but at an affordable price. Simple energy efficiency measures were put into place including insulation in the loft and walls, and the installation of new windows. Alongside this were new technologies such as a photovoltaic panel that was fitted to the roof which will generate a saving of £200 on the tenants' electric bill. Overall the upgraded house will achieve a 62% reduction in CO2 emissions compared to a current building regulation-compliant house of a similar size.

As there is not yet an official environmental standard for existing housing stock, this project was an excellent pilot that allowed Lovell to explore the commercial feasibility of retrofitting an existing property to today's energy efficient standards.



Local schools took part in a competition to design their own house of the future – Inspired by Lovell's work on Kestrel Lane.

Lovell is helping local apprentices in Nottingham build a bright future in the construction industry.

The company has provided employment for 10 local people through apprenticeship placements in a range of specialist areas such as bricklaying, plastering, plumbing and joinery. The placements are also supplemented by construction qualifications which will ensure career development in the industry.

Noel Adams, regional director at Lovell, said: "Apprentices are a valuable asset to our business and it is great to see local people thriving within the construction industry. We truly believe in trying to make a difference to people's lives and by helping our apprentices gain practical skills hopefully we will achieve that."



Lovell has also joined forces with Nottingham Academy and Jobcentre Plus to provide work experience to Year 10 students and local people who are struggling to find work.

Fit Out



Our Commitment

Morgan Sindall Fit Out's Total Commitment is about taking forward our sustainable aspirations to staff, clients, supply chain and the general public. We have already achieved a lot in the last few months through Perfect Delivery, customer experience and health and safety initiatives and now is the time to look ahead. Fit Out is committed to promoting best practice energy management through trialling technological innovations, and working closely with our supply chain to reduce energy consumption. We look forward to the many exciting opportunities sustainability brings including the empowerment of staff, charitable support and sustainable projects and welcome you on our journey.

Steve Elliott
Managing Director,
Fit Out

Morgan Lovell is green-listed

Morgan Lovell has been recognised as one of the UK's greenest companies in The Sunday Times Green List. The list, published in June 2011, saw Morgan Lovell ranked 23rd overall.

Morgan Lovell was recognised for its holistic approach to sustainability, which focuses on reducing its own environmental impact, and that of its clients, through green office design. This commitment resulted in Morgan Lovell being the first company in the country to be awarded the BS EN 16001 energy management system in 2010. The Sunday Times placed Morgan Lovell in third place in the category of small to medium-sized companies with high or medium environmental impacts, and Morgan Lovell's

employees were also rewarded for their contributions and achievements by being ranked as the seventh greenest employees in the country.

The Sunday Times Green List is designed to encourage and acknowledge businesses and other organisations that are striving to improve their environmental performance. It uses a methodology devised by The Sunday Times in collaboration with Bureau Veritas, the international firm of environmental consultants, and Munro Global, the leading market research company. Companies have to score well in two separate surveys – a detailed assessment of the organisation's environmental performance and an employee engagement survey – to make the top 60 list.



IN PRACTICE

4 Total commitment to reducing waste

Waste not, want not

Overbury has taken a group of employees from across its operational teams and support functions to visit a waste transfer station of a preferred supplier.

This transfer station recycles over 95% of all of the waste that it receives and is a great example of best practice in the sector. By visiting the station, Overbury hopes to increase its understanding of what good looks like in this arena, helping to support the agenda of improved resource efficiency and reduction of waste to landfill.

Overbury is working to foster collaborative working relationships with a reduced number of waste contractors, to ensure that it meets the expectations of delivering the highest recycling rate possible for clients.



Raising awareness across the board

Moving forward as a leading fit out contractor, Overbury is offering training to every employee on the SKA sustainability rating.

In 2009 a sustainability rating system called SKA was launched that was created to specifically help organisations achieve more sustainable fit outs. This assessment, which is backed by the Royal Institute of Chartered Surveyors (RICS), is seen as a tool for the industry by the industry.

Although not too dissimilar to other assessment methods such as BREEAM, insofar as it guides fit out projects towards adopting good practice measures around energy efficiency, responsible sourcing and minimising the impact on the environment, there are some stark differences.

The main difference stems from BREEAM being based around a whole building approach, whereas SKA only focuses on the area being fitted out. This is proving to be a more flexible approach in the market place, especially on smaller projects.

There has been a large increase in clients' appetite for this form of assessment, which is why Overbury is ensuring its employees are fully aware of the ins and outs, as well as establishing how it can best support clients and their professional teams in achieving either a Gold, Silver or Bronze rating.

Recent successes include the fit out of the RWE Npower HQ, which was the first project to be awarded a Gold rating under the scheme. In addition to this, a recent project completed for Bank of China achieved a Silver rating. Both examples were showcased by RICS, reinforcing Overbury's position as a leading fit out contractor for delivering excellence in these types of assessments.

Internal training courses across Overbury are currently underway. These are designed to raise awareness of SKA as well as provide employees with the necessary skills to best advise clients. The courses are offered to all employees to ensure that everyone has an understanding of this assessment, not just those on site.

IN PRACTICE

2 Total commitment to developing talented employees



Urban Regeneration

IN PRACTICE 2 Total commitment to developing talented employees

Back to school!

Through the Group's membership of the UK Green Building Council (UK-GBC) all Muse Developments' professional staff are currently undertaking an online course to improve their understanding of current thinking in sustainability.

The Sustainability Training & Education Programme was established by the UK-GBC in partnership with the College of Estate Management, as a foundation course on sustainability issues for professionals working in the built environment sector.

The course is delivered online and focuses on key sustainability issues for the built environment. These include the main drivers for sustainable development and the threats

and opportunities that sustainability presents. This information is then applied to the work place with learning on how to best champion sustainability within an organisation.

Throughout 2011 all Muse professional staff will be taking this course as part of its Total Commitment to developing talented employees.



Leading the way in energy saving

English Cites Fund (ECf) – a joint venture vehicle between Muse Developments, Legal and General and the Homes and Communities Agency – recently launched the final phase of the St Paul's Square scheme in Liverpool: a 109,000 sq ft Grade A, BREEAM 'Excellent' office building.

Sustainability features at the building include the distinctively unique glass fin, which provides solar shade to the building, an air-sourced variable refrigerant flow heating and cooling system, which provides more than 15% of the building's energy requirements and a sedum roof – the first in Liverpool's commercial district.

The roof's 2,290 sq ft sedum matting absorbs rainwater, boosts insulation properties and helps filter out pollutants. The building also features water-efficient taps, low flush toilets, leak detection and

monitoring systems and easy access to public transport. Cycle racks have also been provided.

ECf carried out a study to compare the energy costs of the building with a typical 1990s commercial development, to demonstrate the benefits of the building's sustainable features. The research found that No 4 St Paul's Square provides a saving to occupiers of £244,815 in energy costs over 10 years in comparison to a typical 1990s building. The study estimated energy costs for a typical floor plate and found that occupiers and investors will actually save up to 57% on their energy bills.



Our Commitment

Sustainability has moved to the heart of all property development and regeneration activities in recent years. With this has come a new sophistication in how all parties to a successful scheme approach regeneration. From initial design, through planning, funding, letting and disposal, sustainability is an essential part of the regeneration process. Muse has responded to these challenges and continues to win accolades both for its design and for its innovative approach to unlocking complex regeneration projects.

Testimony to this are the number of projects which have achieved the highest standards of excellence in sustainable design and delivery.

Capable and Sustainable!

Muse is strongly committed to driving sustainability forward in a market that remains challenging. This in itself presents opportunities and we are continually striving to get the best out of our schemes and to improve upon their sustainable performance.

If there is a better way of delivering sustainability, we will find it, while always retaining a pragmatic and realistic approach to design, delivery and management in use.

Matt Crompton and Nigel Franklin
Joint Managing Directors,
Muse Developments

Development director Darran Lawless (centre) and project director Mike Broadhead (right) get to grips with the sedum roof at St Pauls Square.



IN PRACTICE 3 Total commitment to reducing energy consumption and carbon emissions



Investments



IN PRACTICE

6

Total commitment to supporting local employment

Thinking local

One year on from starting work on the Hull Building Schools for the Future project (as featured in the summer 2010 edition of TODAY), Morgan Sindall Investments Limited (MSIL) has already made a significant difference to levels of employment in the local area.

In partnership with the city council, MSIL is part of the consortium that was awarded a Building Schools for the Future contract last year. As part of the initial bid, MSIL committed to employing and training 210 apprentices and to date, after the

completion of two schools, the total number is 106. With 15 more schools to build, MSIL is well on its way to meeting and exceeding the initial target, working to provide the skills and training for many to start a career in the construction industry.

As well as committing to training apprentices, MSIL also pledged to employ a workforce of predominately local people. Due to a skill shortage in the area, the total percentage of staff from the HU postcode was lower than expected during the first year of the project. In order to address this, MSIL has partnered with local training centres to improve the

quality of construction expertise within the local community. This has already increased the percentage of staff on site with a HU postcode to 75% and by continuing this partnership, MSIL expect this number to rise.

The future for local employment on this site lies within a new consortium project called "The Exchange". The Exchange is a scheme whereby the consortium identify and target approximately 120 NEETS (Not in Education Employment or Training) individuals and then provide the facilities for them to be trained. To follow MSIL's progress in Hull, visit www.morgansindall-today.com



Our Commitment

Total Commitment is about people, their local communities and ensuring that the schools, surgeries, leisure centres, homes, offices and wider developments that we deliver through our partnerships serve as catalysts for improving wellbeing and the quality of life in local communities.

There is no doubt that what we do as a business and as a team within the wider Morgan Sindall Group has profound impact on the local communities in which we work. Throughout our core business and the activities that we undertake, our advisors believe that for every £1 spent locally, up to £1.70 of 'social and economic value' is actually created through 'multiplier effects' and the recycling of the local pound in the community.

Total Commitment in Morgan Sindall Investments provides direction and raises the sustainability bar and we are excited about the future prospects it will bring.

Ernie Battey
Managing Director,
Morgan Sindall Investments Limited



A popular choice: Basildon sporting village has already surpassed its contracted visitor target for the end of August by 36,801 – a great success!

Local investment delivers Olympian benefits

A consortium led by Morgan Sindall Investments Limited (MSIL) has recently completed the construction of a new £38m sporting hub in Essex. Basildon Sporting Village has transformed leisure and sport in the local area, as well as having an impact internationally; as an official training camp for the London 2012 Olympic and Paralympic Games.

The facility is operated by MSIL's partner SLM Ltd under their banner 'Everyone Active' – encouraging people to participate in 30 minutes of moderate physical activity five times a week. The sporting village supports this by providing programmes and facilities for adults, children, seniors and families, promoting active and healthy lifestyles for everyone at an affordable price.

Benefits for the local community don't stop there. The centre is also home to a café which serves fair trade produce, promoting community cohesion and healthy food choices. Centre staff, who are employed from the local area, receive continuous training through personal development plans designed to enhance skills and qualifications.

By maintaining an excellent relationship with the local community from the start, the visitor figures for the centre are already well above target. MSIL is optimistic that the centre will welcome over 1 million visitors in year one. The story at Basildon successfully shows how an internationally recognised centre can successfully maintain the interests of the local community, promoting healthy lifestyles for everyone.



Walking the talk: Morgan Sindall Group shows its Total Commitment by improving sustainability both on site and in the office...

Morgan Lovell is using its expertise to carry out a green audit of Morgan Sindall Group's head office at Kent House. This will help to identify areas where performance in sustainability can be improved and where savings can be made in energy use.



Morgan Sindall Group steps up its commitment to sustainability

Morgan Sindall Group has taken another step in its support and guidance of sustainable building practice, by strengthening its relationship with the UK Green Building Council (UK-GBC) and becoming a prestigious Gold Leaf member.

Paul King, Chief Executive of the UK-GBC, expressed his delight at the Group's entry into the prominent Gold Leaf group, saying "This support demonstrates the importance that Morgan Sindall Group attaches to the sustainability agenda and enables us to increase our capacity to lead the transformation we so urgently need to see".

In order to become a member of the UK Green Building Council, Morgan Sindall Group has signed up to the Statement of Member Commitment. As part of this, the Group has committed to improving the sustainability of the built environment by taking a part in radically transforming the way it is planned, designed, constructed, maintained and operated.

Paul Whitmore, Commercial Director and Head of Sustainability at Morgan Sindall Group said "We share the UK-GBC's philosophy that meeting today's needs shouldn't compromise the welfare of future generations. Like the UK-GBC, we recognise that sustainable working is fundamental to both reducing a building's whole life costs and driving future prosperity. We are delighted to add the wide-ranging sustainability expertise within the Morgan Sindall Group to that of the diverse membership of the UK-GBC in order to promote the green building agenda."



PEOPLE

Since 2005, Lovell has been working with prisons in the Midlands to provide training and employment opportunities for ex-offenders. This unique venture has given 12 people a second chance, helping them to break the cycle of re-offending behaviour. Colin Ball, project director at Lovell, has said "The motivation and dedication by the apprentices shows what people can achieve when someone believes in them and gives them an opportunity to grab hold of."



PROFIT

Having discovered each skip that leaves its sites contains on average 40% of void space (fresh air), Lovell has purchased a baler machine to help compact waste on some of its projects. By segregating and compacting waste, Lovell has reduced disposal expenses simply by getting more waste into each skip. In fact, the reduction in costs is so dramatic that the baler is expected to pay for itself in just 2 months.

Improving energy efficiency, reducing waste and generally working in a more sustainable way are always a challenge in multi occupancy buildings, like Kent House, home to Morgan Sindall Group. The newly formed Group Sustainability Team will be talking with other tenants to see how some small changes can make a big difference. "We're exploring ways of

consolidating deliveries from suppliers, co-ordinating waste and recycling collections and seeing how we can either piggy back on other tenants' initiatives or help them to develop new ones. A sustainable office could save up to 20% on energy bills and so we all have our part to play." explained team member Amy Weller.

Eco Sheets are an alternative to wooden hoardings that are used on site by many of the Group's divisions. They are easy to handle, long lasting, reusable and recyclable. At the end of the hoardings life they are returned to the factory

and reprocessed thus reducing waste disposal to landfill. Morgan Sindall has even recycled its old hard hats into environmentally-friendly plywood substitute boards, to use on projects.

PLANET

Following on from Morgan Lovell's successful installation of the Workplace Footprint Tracker in its London HQ, Morgan Sindall Professional Services is following suit.

The tracker, which uses metering data acquired for electricity, gas and water services to identify energy savings, has now been installed in its Stratford HQ. There is also a view to extend this to other offices in the near future. Morgan Sindall Professional Services is also examining making use of this important sustainability tool across temporary site offices and cabins to reduce the carbon footprint across the business. To find out more about the use of the Workplace Footprint Tracker in the office, visit:

morganlovell.co.uk/sustainability/walking-the-talk/

Eco cabins are being used by Lovell to reduce the environmental impact of its on site accommodation. Made from 95% recyclable materials, they use high-efficiency electrical appliances to reduce energy use. The carbon footprint of a site can be reduced by 50% and thanks to the inclusion of waterless urinals, water consumption can also be reduced by 65%.

Lovell has recently decarbonised its Woodgate office to target a 20% reduction in carbon emissions by 2012. As part of this they have installed LED replacement lighting in reception areas and toilets to reduce energy consumption by 50%.

MORGAN SINDALL

Construction & Infrastructure

MORGAN SINDALL

Affordable Housing



Fit Out



Urban Regeneration



Investments



Ynysowen Community Primary School –
An exemplar of sustainable design

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Morgan Sindall Group plc
Kent House
14-17 Market Place
London W1W 8AJ
Tel: 020 7307 9200
www.morgansindall.com
email: today@morgansindall.com

MORGAN SINDALL

Morgan Sindall Group plc is a leading UK construction and regeneration group with a turnover of £2 billion, employing over 7,000 people and operating in the public and commercial sectors. It operates through five divisions of construction and infrastructure, affordable housing, fit out, urban regeneration and investments.



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