

SUMMER 2015

TODAY



TODAY is Morgan Sindall Group's magazine that focuses on the business case for sustainability. Inside we feature case studies and news items from our divisions, each item demonstrating how a sustainable approach to our work-winning and project delivery is good for everyone.

IN THIS ISSUE...

We highlight news from across the Group that focus on our People. We present initiatives and projects that demonstrate our commitment to developing a talented and diverse workforce, creating a safe work environment for everyone and engaging with the communities we work in to make a positive impact.

- **Morgan Sindall ranks top!**
- **Keeping our People Promise**
- **Taking Care of Caerphilly**

**MORGAN
SINDALL
GROUP**

This issue of today focuses on the People Pillar of sustainability. People are our greatest asset. Whether they are fellow co-workers, customers, investors, suppliers or members of the community, it's people that make our business what it is. To be a truly successful organisation, we have built our sustainability agenda around them.

MORGAN SINDALL RANKED TOP CONSTRUCTION COMPANY

The results of Business in the Community's 2015 Corporate Responsibility Index were announced recently – and Morgan Sindall plc's commitment to operating responsibly is best in class, with our division out-ranking all other construction companies in terms of performance.

We've taken part in the Business in the Community (BiTC) annual corporate responsibility (CR) index for several years, improving our rating each year. For 2015 we have achieved a score of four stars (96%), putting us on a par with the likes of well-known brands such as Marks & Spencer.

Since it was launched in 2002, the Index has become the leading

UK voluntary benchmark for responsible business. The Index is a benchmarking tool which helps manage and demonstrate progress towards integrating responsible business practice into a company's operations. It also allows existing and potential clients, suppliers and staff to easily benchmark our sustainability credentials compared to our competitors. This year saw a general

HIGHEST SCORE IN CONSTRUCTION!



improvement in scoring across the Index, with the average score increasing from 85% to 91%. Morgan Sindall's improvement was significant: the score increased from 89% and three stars to 96% and four stars. This meant achieving the best score in the Construction and Materials sector within the Index.

CONSTRUCTION & MATERIALS	STAR
MORGAN SINDALL PLC	★★★★
COSTAIN GROUP PLC	★★★★
NETWORK RAIL LIMITED	★★★★
WATES GROUP	★★★
WILLMOTT DIXON LTD	★★★
KIER GROUP PLC	★★★
MARSHALLS PLC	★★★
NG BAILEY	★★★
THE CLANCY GROUP PLC	★

How Morgan Sindall plc performed, compared to other construction companies in the BiTC CR Index. To achieve this score Morgan Sindall developed measurable targets for relevant issues and demonstrated transparency through its reporting.

Companies that take part in the CR Index are assessed on a variety of factors that indicate their commitment to operating responsibly. These include: business governance, strategy, management practices, community engagement activities and environmental impacts. To achieve this score Morgan Sindall developed measurable targets for relevant issues and demonstrated transparency through its reporting.

WOMEN RECOGNISED IN TOP INDUSTRY AWARDS: OUR WINNERS

Morgan Sindall's commitment to Developing Talented Employees was recognised at the recent European Women in Construction and Engineering Awards, where colleagues walked away with four of the top awards.



NAME: KAREN FAIRHURST
AWARD: BEST WOMAN PROJECT MANAGER AWARD

No less than nine of our colleagues reached this year's final. Of these nine, three won a total of four awards, including the Best Young Woman Engineer and Most Distinguished Winner. All our entrants are inspiring young women to enter a career in a sector that they might otherwise not consider, demonstrating at the same time the remarkable talents and skills

women can bring to engineering and construction. Our winners show that construction and engineering is a viable career choice for women and offers opportunities for them to thrive. This is especially relevant at a time when efforts are being made to get a more diverse mix of talent in the industry to secure its success and growth in the future. Once again, Morgan Sindall is leading the way for the sector.



NAME: SHARON CHRIPPES
AWARD: BEST WOMAN CONTRACTOR AWARD

The awards are a great way to heighten the profile of women in the industry and it's been great to receive this recognition. As a woman in a senior position within Morgan Sindall, I see myself as a role model and the Awards help publicise that women can achieve great things in their career within this industry.

Sharon Chrippes, Commercial Director, Construction & Design

This was a very valuable experience which allowed me to meet many professional, highly qualified women from across the industry. The Awards help promote careers in construction and engineering to women by showing that our talent is highly valued and recognised in the sector. I was really pleased when I got to the finals and I am really proud of what I have achieved.

Terri Seel, Section Engineer



NAME: TERRI SEEL
AWARD: BEST YOUNG WOMAN ENGINEER AWARD AND THE MOST DISTINGUISHED WINNER AWARD

KEEPING OUR PEOPLE PROMISE

TODAY catches up with Camilla Aitchison, director of people at Morgan Sindall Group.

Last time we spoke to Camilla she had just completed the research into what makes the Morgan Sindall Group of companies a great place to work.

“Out of your feedback was born the Morgan Sindall Group People

Promise. **People you can count on. A place to make your mark. A future you can forge. The recognition you deserve.**

The People Promise is about ensuring the topic of people is high on the business agenda.

The People Promise statements

are Group-wide and form a framework for discussing people. Inside the framework the canvas is left blank, allowing each business and each team to paint their own picture of the people concerns they wish to address in their division.”



“Think of it as a picture frame”

Every employee should by now have met with their line manager and received a presentation on the People Promise. It’s early days, but I’m really encouraged by the way each division has taken the framework of the People Promise and made it their own by adapting it to their own business.”



“With the People Promise rapidly becoming embedded across our whole organisation, we’re able to manage and develop talent more effectively. That’s good for everyone, and will ultimately make us a more resilient business”

**Camilla Aitchison, director of people,
Morgan Sindall Group**



WHAT YOU SAID...

**“ MORE FUN
A SENSE OF ACHIEVEMENT,
RECOGNITION, FLEXIBLE
WORKING AND PROMOTION
OPPORTUNITIES ”**

WHAT WE DID...

NEW CAREERS WEBSITE MAKES INTERNAL JOB SEEKING EASIER

The biggest issue that emerged from the People Promise research was that people found it easier to find a job outside the business than inside it. People also described how difficult they found it to manage their career. To address these issues, the Group has developed an internal career website, unique to each division, where you can find stories of how other people have managed their careers within the Group. A wide range of tools and

techniques, designed to help you develop and manage your own career are also available on the site. This is important, because a lot of organisations have flattened their structures, making it difficult to navigate how to manage one's career within the organisation.

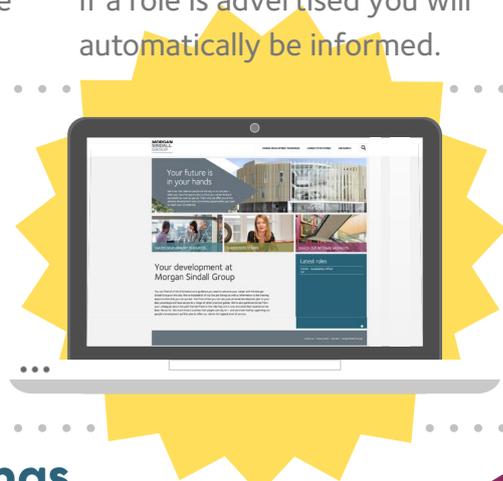
Now undergoing a full launch internally, the Careers website will make it easier for everyone to find a job inside the Group,

rather than outside. Built around an ingenious applicant tracking tool, the website will allow anyone, from any division, to view and apply for vacancies across the Group. You're able to register for particular jobs within a talent bank and free to apply for any vacancy. In the system's 'talent bank', you are able to register your interest in types of jobs so that if a role is advertised you will automatically be informed.

THE NEW CAREER WEBSITE MAKES IT EASIER TO FIND THE RIGHT JOB FOR YOU.

Each division also has their own Careers website. You can log in from here.

<http://internal.morgansindallgroupcareers.com/msgroup>



Here's how Fit Out's new talent sees things...



“ The support and feedback from my mentor have been extremely valuable and helped me make the most of my placement by learning such a vast amount within a small space of time. I would love to come back as a full-time team member after graduating. ”

Sukhy Cheema, Overbury, construction management trainee

THE PEOPLE PROMISE IN PRACTICE

Nick Faith, training and development manager at Fit Out said:

The People Promise has provided a framework to drive employee development across the Group. In Fit Out, we are planning solutions that deliver on the People Promise. Internally, we are providing **more support to employee development**, and making progression opportunities more visible through the new Careers website. Externally, we are offering opportunities

that can attract and develop the best talent.

We are working on plans to **provide clear career paths for graduates and school leavers** who enter the sector. Our plans include a foundation degree programme and construction-related apprenticeships. Developing talent and helping our people grow professionally

means we will be able to **attract and retain the very best talent**; something that's essential for the long-term success of our business. It puts us in a better position to face future challenges such as a skill and knowledge gap.

more support to employee development



I've joined Morgan Lovell on a placement and came back after graduating. My experience has been excellent; I receive a lot of support from senior colleagues, but I'm also given enough responsibility and autonomy, which means I continue learning and developing in my career.

Patrick Symes, Morgan Lovell, workplace consultant

Martin Rooney head of people at Morgan Sindall Property Services, said:

the People Promise commitment came at an ideal time

The People Promise commitment came at an ideal time for us, when we were working on establishing our

cultural identity as a business. It has helped Property Services give structure to employee engagement initiatives including: advertising all vacancies internally, offering more opportunities for promotion and focusing on communication and conversations around individual personal development plans.

As part of these initiatives, we recently introduced a **'Passport' development programme**.

Launched in February, it involves monthly meetings to ensure there is a consistent level of education and knowledge among senior employees, and that they have clarity of expectations and are informed on current developments in our sector. These commitments will play an important role in **creating an exciting and distinctive culture**, building our reputation in the sector.

TAKING CARE OF CAERPHELLY



THE BEECHES VILLAGE



SIMON WESTON HELPED LAUNCH THE '8 CAMPAIGN' WITH LOVELL'S SUPPORT

FAST FACTS



Work on the Beeches development was completed earlier in the year with the delivery of **82 new homes** including 60 houses and flats to be rented at low cost by the United Welsh Housing Association. Efforts made to engage with the community, support local initiatives and provide employment opportunities for young people in Caerphilly meant the project won the **Bronze National Considerate Constructors Award**.

Lovell's care of the local environment, community and its workforce has been rewarded with a **Bronze National Considerate Constructors Award** for a recently completed **£9.6 million development in Caerphilly**.

Described by the Considerate Constructors Scheme National Site Awards as "a credit to Lovell and to the site team", the Beeches Village development in Caerphilly, delivered in partnership with United Welsh, utilised an impressive 97% local employment.

David Gough, Lovell's commercial director said "Our approach throughout has been to put the community at the heart of this landmark development."

97%
local
employment



LOCAL APPRENTICES WERE EMPLOYED ON THE PROJECT

ENSURING A POSITIVE IMPACT ON THE COMMUNITY

The Beeches project shows how Lovell strives to make a positive impact on communities and leave a legacy by looking after the environment, providing local employment opportunities and supporting a wide range of community initiatives. Although the development was a challenging one; the views and needs of the local community were considered throughout the project. The Lovell team introduced a number of initiatives aimed at providing local employment, including training schemes and the creation of four apprenticeships.

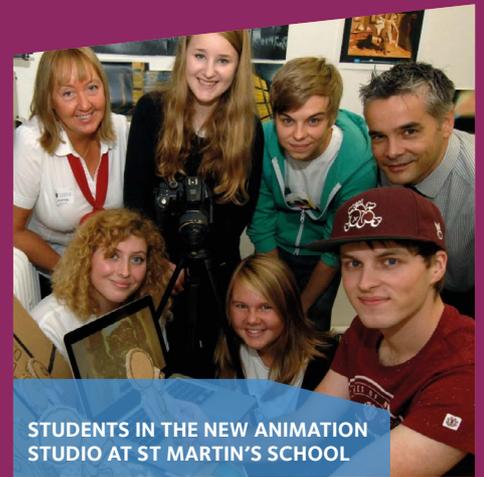
Originally a Miners' Hospital, the old Beeches building represents all that is good about communities. This community spirit has been retained in the new development where Lovell also supported a local initiative – the 8 campaign-aimed at raising £1 million to refurbish

the old building and turn it into a community centre.

Elsewhere in the community, Lovell created a new animation studio for GCSE and A Level art and design students, at St Martin's School.

ABOUT THE CONSIDERATE CONSTRUCTORS AWARD

Engaging positively with the community, providing employment opportunities to its members and contributing to local initiatives contributed to Lovell winning the Bronze National Considerate Constructors Award. The award recognises projects with the highest standards of consideration for the local area and the environment but also for people, from employees working on site to the general public.

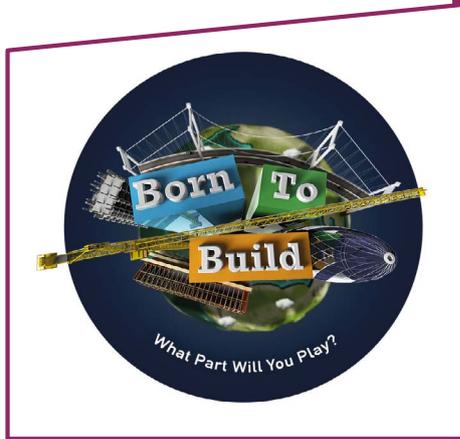


STUDENTS IN THE NEW ANIMATION STUDIO AT ST MARTIN'S SCHOOL

THE BUSINESS CASE

On the Beeches Village development Lovell showcased best practice in community engagement by working together with the local community and taking proactive actions to have a positive impact on the area and on the local economy. Offering local employment opportunities helps reduce unemployment and boosts the local economy. This, as well as engaging in community projects to improve the neighbouring areas, means we will leave a positive legacy.

Richard Mann, the director of development at United Welsh commented: "We always say at United Welsh that we don't just build homes, we build communities. We are delighted that Lovell has been presented with this award as it was very important to us that the community was involved and their views taken into account from the outset of the project."



LOVELL SUPPORTS 'BORN TO BUILD'

Born to Build is a social media campaign targeted at young people between the ages of 14 and 19. It challenges outdated perceptions to portray construction as a dynamic and exciting industry at the forefront of technological innovation. It aims to provide an opportunity for young people to find out more about the range of career choices within construction and to hear directly from other young people already enjoying successful careers in the industry.

The heart of the campaign is a variety of young people working in UK Contractors' Group (UKCG) companies telling their own story about how they got into the industry, their ambitions and what excites them about the world of construction. The stories are supplemented by straightforward and practical career advice.

Lovell Trainee Administrator, Gabriella Iandico, and Site Manager Tommy Salmon feature on the website. To find out more about their story visit: www.borntobuild.org.uk

MAKING A POSITIVE IMPACT ON PEOPLE WITHIN OUR BUSINESS...

GIVING YOUNG PEOPLE A GREAT START IN THEIR CAREER

Morgan Sindall plc were awarded for the opportunities they offer school and college leavers at the All About School Leavers Awards. The awards, run in partnership with The Independent, recognise the best companies that offer programs specifically for school leavers.

Morgan Sindall achieved 9th place overall in the Intermediate Apprenticeship category and 6th place in the Sponsored Degree category, competing nationally with the best employers for school leavers to work for.

This is not the first time this year that Morgan Sindall has been formally recognised as a top employer for young people starting out on their career. In fact, Morgan Sindall's graduate programme was recently ranked by their own graduate community in the Job Crowd's top 100 "Great places for graduates to work awards"

for the third year running. The programme achieved 37th position, (a good improvement compared to last year, when the company came 73rd) placing Morgan Sindall second in their sector.



COMMITTED TO BEING POSITIVE ABOUT DISABILITY

A key aspect of our inclusion strategy is maintaining the Positive about Disabled People accreditation with Job Centre Plus. The accreditation means we commit to five criteria that ensure ours is an inclusive workplace where disabled people can feel valued and can use their full abilities in their jobs.

...AND FOR THE COMMUNITIES WE WORK IN



OUR VOLUNTEERS IN RUGBY

MAKING THE DIFFERENCE FOR THE COMMUNITIES WITH GIVE AND GAIN DAY.

This year, 104 of our employees took part in several initiatives to help local communities all over the country as part of Give and Gain Day. One of these projects involved our colleagues in Rugby who volunteered their time to improve the aspect of a public green space.

Millennium Green, located near Morgan Sindall's headquarters, is a key green space for the local community. On 15th May, our team spent their day sanding and varnishing benches and goal posts, giving the park a fresh appearance. Their efforts were welcomed by the Rugby Borough Council and community members, and inspired further improvements in the area. Chris Worman, Rugby Borough Council's parks and grounds manager, said: "We take great pride in our parks and green spaces, and the hard work by the team from Morgan Sindall benefits the whole community."



LOVELL VOLUNTEERS HELP BELGRAVE COMMUNITY GARDEN BLOSSOM

LOVELL VOLUNTEERS GET THEIR HANDS DIRTY ON LOCAL COMMUNITY GARDEN PROJECT

Seventeen Lovell employees based at the division's UK head office in Marston Park, Tamworth, volunteered their time to enhance the local Belgrave Community Garden and vegetable growing project. Through Lovell's volunteering scheme, the team was able to donate their time and skills for a whole day to help the community garden flourish. Thanks to the volunteers, the garden now has six new garden beds, two new flower and vegetables planters and a paved herb garden. Lovell suppliers Speedy and Greenham provided

some of the plants and tools and the PPE, all at no charge. In addition, Lovell donated plants and compost worth more than £200.

The project will benefit the community by providing a space to grow vegetables locally, and will allow people who don't have access to a garden to learn new skills whilst socialising with neighbours.

The Lovell team was praised by the Belgrave Residents Association. Chair Laurie Winfield commented: "It is great to see a large company take on challenges for a local community that will leave a lasting effect."

“I’M IN!” FUTURE THINKING FROM NEXT GENERATION PANEL



OUR TEAM OF YOUNG EMPLOYEES
BRINGING FRESH IDEAS

A Dragons’ Den of senior Morgan Sindall Group executives recently hosted two teams of imaginative, young employees from across our divisions to find out whether their ideas were worthy of investment.

What began as bright ideas of members of our Next Generation Panel, were then developed and perfected by them before being presented to the dragons (Camilla Aitchison, Director of People, Graham Edgell, Director of Sustainability and Procurement

and Nick Faith, Training Development Manager at Fit Out).

Two proposals were pitched by the teams: Flexible Working and Harmonisation - Knowledge Management. Both were well received, with the dragons promising to consider the business benefits and report back.

The Next Generation Panel was established in 2014, following work undertaken by the Group to make better connections with different groups of people who can have a positive impact on our business. It meets every quarter, to discuss emerging issues that

will affect our future business and provide a broader perspective on what it’s like working within the Group if you’re under 30 (in most cases, under 25).

The idea behind the Panel is to give younger employees from each division the opportunity to work together on sustainability issues, while also providing senior members of Group with the chance to learn more from a talent pool that is representative of today’s recruits and will form the basis of tomorrow’s workforce. Morgan Sindall plc, Lovell, Fit Out and Morgan Sindall Investments are all represented.

CONSTRUCTION & INFRASTRUCTURE

Offers national design, Construction & Infrastructure services to private and public sector clients. The division works on projects and frameworks of all sizes across a broad range of markets including commercial, defence, education, energy, healthcare, industrial, leisure, retail, transport and water.



FIT OUT

Specialises in fit out and refurbishment projects in the commercial and government office, education, retail, technology and leisure markets. Overbury operates as a national fit out company through multiple procurement routes and Morgan Lovell specialises in the design and build of offices.



AFFORDABLE HOUSING

Specialises in the design and build, refurbishment and maintenance of homes and the regeneration of communities across the UK. The division operates a full mixedtenure model creating homes for rent, shared ownership and open market sale.

The division's response maintenance services include facilities management and planned and responsive repairs to social housing providers and public buildings.



URBAN REGENERATION

Works with landowners and public sector partners to unlock value from underdeveloped assets to bring about sustainable regeneration and urban renewal through the delivery of mixed-use projects. Typically creating commercial, retail, residential, leisure and public realm facilities.



INVESTMENTS

Facilitates project development, primarily in the public sector, by providing flexible financing solutions and development expertise. The division covers a wide range of markets including urban regeneration, education, healthcare, housing, emergency services, defence and infrastructure.

The division's community solutions business provides management, project development and funding through a one-stop service, allowing partners to invest in local communities.



SUSTAINABILITY HIGHLIGHT

(EVEN MORE) CONSIDERATE CONSTRUCTOR

Morgan Sindall plc has secured an industry-leading number of accolades in this year's Considerate Constructors Scheme (CCS) National Site Awards. 39 projects (36 Morgan Sindall projects and three of our joint venture projects) received a total of 40 awards, with the company's University of Hertfordshire project receiving both a Gold award as well as a Most Considerate Site Runner Up award. Morgan Sindall's 2015 performance surpassed last year's achievements when the company secured a total of 38 awards. For more information visit the News section of www.construction.morgansindall.com



MORGAN SINDALL GROUP

Morgan Sindall Group plc

Kent House,
14-17 Market Place
London W1W 8AJ
Company number: 00521970

Twitter: @morgansindall
morgansindall.com

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