

Impact

Summer 2017

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Construction
Regeneration

**MORGAN
SINDALL
GROUP**

Our Total Commitments

TOTAL COMMITMENT	GROUP TARGETS	KPI AND PERFORMANCE (APRIL 2016 – MARCH 2017)	PERFORMANCE AGAINST SHORT-TERM TARGETS	
Protecting people 	AFR Horizon ambition: Zero incidents Medium-term (2020): 0.1 AFR – to be updated to LTIR in 2017 Short-term (2016): 0.15 AFR	AFR 0.12 0.16 (April 2015 – March 2016)		
Developing people 	Voluntary staff turnover Horizon ambition: Reduce voluntary staff turnover to below 10% per annum Medium-term (2020): Reduce voluntary staff turnover to below 12% Short-term (2016): Reduce voluntary staff turnover to 16%	Training days Medium-term (2020): Achieve an average of 4.5 training days as a Group by 2020 Short-term (2016): Above average training days compared with industry/sector benchmark for 2015	Voluntary staff turnover 13% 15% (April 2015 – March 2016) Number of training days per employee 3.47 3.35 (April 2015 – March 2016)	 
Improving the environment 	Carbon emissions Horizon ambition: 65% reduction on 2010 baseline by 2020 Medium-term (2020): Science-based targets by 2018 5% year-on-year reduction (total reduction under review) Short-term (2016): 5% year-on-year reduction	Waste Horizon ambition: 100% diverted from landfill Medium-term (2020): 94% diverted from landfill Short-term (2016): 92% diverted from landfill	Group carbon emissions tonnes (absolute) 35,079 37,978 (April 2015 – March 2016) Waste diverted from landfill (% diverted) 90% 91% (April 2015 – March 2016)	 
Working together with our supply chain 	Group-wide agreements Horizon ambition: 80% total spend Medium-term (2020): 78% total spend Short-term (2016): 75% total spend	Supply chain sustainability school participation Horizon ambition: 2,000 suppliers and subcontractors Medium-term (2020): 1,700 suppliers and subcontractors Short-term (2016): 1,400 suppliers and subcontractors	Percentage of total spend covered by Group-wide agreements 72% 71% (April 2015 – March 2016) Number of suppliers and subcontractors participating in the Supply Chain Sustainability School 1,478 1,393 (April 2015 – March 2016)	 
Enhancing communities 	LM3 Live Horizon ambition: Positive impact: £1.5bn Medium-term (2020): Measure 80% of projects using LM3 Live Short-term (2016): Measure 15% of projects using LM3 Live	Considerate Contractors' Scheme Medium-term (2020): Three points above the Associates' Average Score Short-term (2016): Two points above the Associates' Average Score	Number of qualifying projects using LM3 Live 15* 39 (April 2015 – March 2016) CCS average score 37.8/50 37.7/50 (April 2015 – March 2016)	 

AFR = Accident Frequency Rate
 LTIR = Lost Time Injury Rate

* LM3 data has been cleansed since previously stated to improve reporting accuracy.

11

finalists at the 2017 Women in Construction and Engineering Awards.

3

Industry Innovation Awards for Morgan Sindall Group projects so far in 2017.



Innovation and collaboration were the drivers for Morgan Sindall Group's first Supply Chain Family day that saw over 300 Group employees and 200 supply chain representatives come together in Coventry on 21 February 2017.



Welcome

The innovation issue

Innovation is a term that is used frequently but is hard to define. In this issue, we explore what innovation means to Morgan Sindall Group, what makes it happen and how we can support it.

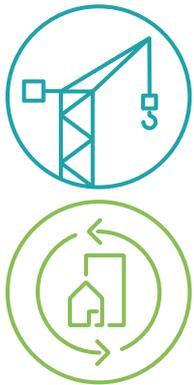
For the Group, innovation is not just about making change, it is about using our skills and knowledge to meet the challenges we face and the aspirations we set ourselves. It is about using our diversity and relationships to work smarter, faster and better.

In the following pages, you will see how innovation is driven by:

- projects that ask us to design solutions to challenging physical environments;
- by new research and standards;
- and by creating opportunities for collaboration with our supply chain.

At our first Supply Chain Family event in February, I was inspired by the skills, knowledge, diversity and enthusiasm within our divisions and supply chain. We have a wealth of talent that creates an enviable foundation for innovation. I look forward to seeing how we apply innovation to drive our Total Commitments and horizon ambitions.

Graham Edgell
Group director of sustainability and procurement



Above:
The Hucknall runway is removed using a power plane machine.



Runaway success for Muse innovation

When Rolls-Royce appointed Muse as development partner for their 150 acres of surplus development land at the former airfield site in Hucknall, treatment of the approximately 1.5 km long runway was always going to need some innovative thinking.

“We needed an innovative approach to recycle the tar-bound contaminated runway rather than carting away to landfill and importing new material to construct the roads. Working together with our consultants (WSP) and contractor (Galliford Try), we identified a proven method of recycling aggregates to meet adoptable standards” said Andy Smith, senior project manager at Muse.

Galliford Try was contracted to plane off a 1 km long section of the runway, processing the planings into specified aggregate sizes and then re-using the material in construction layers replacing the hot lay base and hot lay binder layers of the road construction. Galliford Try ensured the approach met the stringent adoptable standard requirements of the Highways Authority.

“This project is a great example of working with our supply chain to develop innovative solutions. The approach meant that 10,000 tonnes of contaminated materials were used on site and that over 850 wagon movements were avoided. It was a win-win-win: we reduce waste, reuse existing materials and minimise our carbon footprint,” said Andy.

Muse and Galliford Try are submitting the project for a Green Apple Environment Award.

For more information, visit:
musedevelopments.com

REUSING MATERIALS

10,000

tonnes of contaminated material reused on site

Over

850

wagon movements avoided



Space utilisation: it's not rocket science

Using space effectively can lead to huge savings. Research indicates that a 10% improvement in space usage can save £575 per annum per desk. Maximising space utilisation is the focus of a new service by Community Solutions Partnership Services, a subsidiary of Morgan Sindall Investments, which manages 18 Public Private Partnerships across England and Wales.

"We use small Wi-Fi monitors to collect data and advise on the most effective use of space" said Peter Cox, director at Community Solutions.

Following a recent estates survey delivered for an NHS customer, the approach increased occupation from 34% to a potential 80%, realising a saving of circa £275,000 per annum. The survey cost was less than £6,000 and only took three weeks.

For more information, visit: community-solutions.co.uk



Above:
Entrance to the University of Nottingham's Carbon Neutral Laboratories



Carbon Neutral Laboratory scoops Innovation Award

At the East Midlands Royal Institute of Chartered Surveyors (RICS) Awards 2017, the Morgan Sindall constructed Carbon Neutral Laboratory for Sustainable Chemistry at Nottingham University was named Project of the Year, and won the Design through Innovation Award.

Located within the award-winning Innovation Park on the Jubilee Campus, the building serves as a hub for scientific collaboration on sustainability. The judges agreed that the project stands out due to the

pioneering and innovative approach to energy efficiency, and use of technology and design to ensure the building is carbon neutral within 25 years of completion.

The laboratory has been built from natural materials and uses renewable energy sources including solar power.

For more information, visit: construction.morgansindall.com

OTHER NEWS

Muse Developments received the first ever Regional Committee Chair's Award

Muse Developments were recognised at the British Council for Offices (BCO) Northern Awards. During his speech, Stephen Froom, the BCO's Northern Chair, said: "We went through some pretty tough times here in the North during the years of the recession but Muse excelled in those difficult times and completed some outstanding buildings in non-core locations."

Morgan Sindall Construction & Infrastructure is set to expand a flagship Innovation Centre in Fareham

The proposed three-storey building for Fareham Borough Council has been granted planning permission and will provide 3,400 square metres of new floor space, 33 flexible offices and five workshops for start-up businesses with a focus on engineering, aerospace, aviation and marine industries.

Stockport Exchange awarded 'Public/Private Partnership of the Year'

Muse Developments and Stockport Council were recognised for the major regeneration scheme at the Insider North West Property Awards. The judges said the project was 'brave and transformational' and praised how the Council and Muse worked together to deliver something that will truly benefit the area.



Innovation: the link in the supply chain

The first Morgan Sindall Group Supply Chain Family day encouraged 300 employees and 200 supply chain representatives to focus on innovation and collaboration when they joined together in Coventry earlier this year.

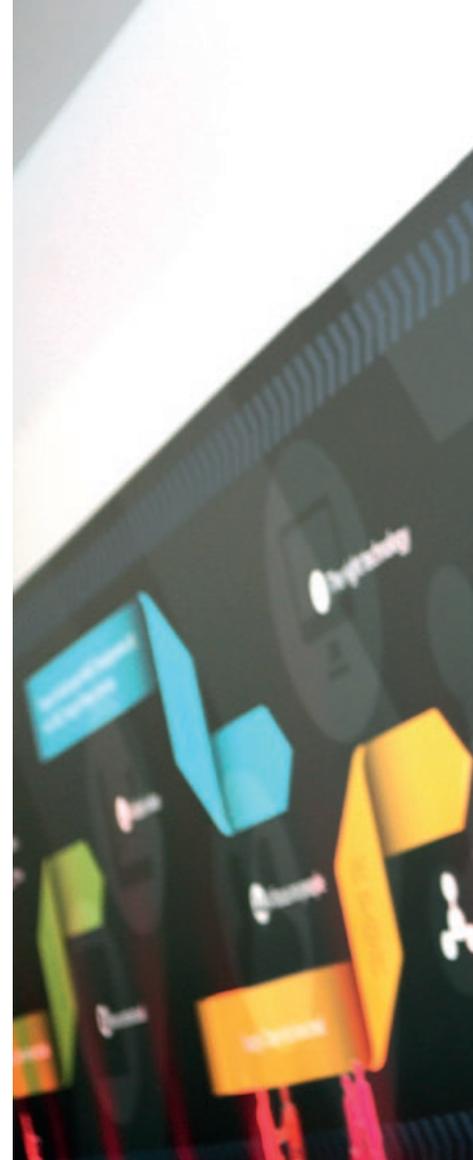
“At our Supply Chain Family Day, we wanted to create an opportunity for staff and subcontractors to engage and collaborate with our supply chain,” said Graham Edgell, director of sustainability and procurement. “It is important to be able to share knowledge between all parties. The closer we can work together, the more efficiently we can react to market demands.”

The day had over 85 exhibitors sharing their latest innovations, products and services. You could try the latest virtual reality headsets to walk around a BIM model and explore different lighting options with Whitecroft Lighting; see Rexel’s latest EV charging installations that work using an innovative new cloud based system; and try Mission

Room’s 360° interactive media system that combines panoramic media with a variety of display technologies to enable employees to realistically experience a site situation from the safety of a training room.

“It was great to see such a good display from our world-class supply chain family,” said Graham. “We have so much diversity, skills and capacity in our supply chain that the opportunities for collaboration and innovation are endless. It makes me incredibly excited about the future of our industry. If we work together, I don’t think there is a challenge we can’t rise to.”

Right:
The backdrop for the day emphasised the benefits of innovation and collaboration



Virtual and Augmented Reality helps envision new homes

New technology Virtual Reality (VR) ‘immersive dome’ is helping potential purchasers envision their new homes. Trinity Walk is the first phase of a £400 million Woolwich regeneration scheme being created by development partners Lovell and The Royal Borough of Greenwich. Three ageing housing estates are being transformed into a desirable place for city living.

The technology enables homebuyers the chance to ‘walk’ around the apartments while viewing different specification options. Customers can also bring Trinity Walk to life on their mobile or tablet by downloading the Augmented Reality (AR) app on www.trinitywalk-woolwich.com

For more information, visit:
lovell.co.uk





OTHER NEWS

Muse Development's The Word is hailed as the region's best building

The project won three separate categories, including the Design through Innovation award, at the Royal Institute of Chartered Surveyors (RICS) North East Awards, as well as the prestigious Project of the Year. The project also recently won a RIBA national award.

Scottish Minister, Jamie Hepburn, opens National High Voltage Direct Current Centre.

The Centre will test the operation of Britain's transmission network and houses large equipment replicas for research and training. BakerHicks provided civil and structural design consultancy services on the project, from concept design through to construction support.



Group celebrates 11 finalists at the Women in Construction & Engineering Awards 2017

Francesca Kavanagh, senior property manager at Community Solutions Partnership Services, took home the Facilities Manager award and Geoff Cox, managing director, built environment at BakerHicks was awarded the prestigious Lifetime Achievement in Engineering (open to both men and women). Hear from our winners in the Q&A section on p14.

For more information on the awards, visit: wiceawards.com



Housing Innovation Awards success

Morgan Sindall Property Services, together with Basildon Borough Council, received the 'highly commended' accolade for Innovation in Repairs and Maintenance at the Housing Innovation Awards in February.

Property Services and Basildon were praised for their fresh approach to repairs and maintenance and for the significant benefits this service is bringing to the residents of Basildon. Director, Paul Reader was there to represent Property Services and receive the award along with James Henderson, Property Services Business Manager for Basildon Borough Council.



Paul said: "This accolade supports what we already know: that the team at Basildon are doing a fantastic job in delivering on not only the promises we made in our bid submission but how our working relationship with Basildon Council is helping to further shape the service we provide. This is a great achievement for this partnership."

For more information, visit: morgansindallpropertyservices.com



Innovation leads to tunnel vision

BakerHicks and its sister business UnPS have been using their innovation skills to deliver a reference design for the world's longest undersea transmission cable tunnel and National Grid's biggest project since setting up the original transmission network.

The North West Coast Connections project will export electricity generated by Moorside; the new nuclear power station NuGeneration Ltd is proposing to build near Sellafield in West Cumbria. It involves a 164 km connection that will include a tunnel under Morecambe Bay to Lancashire.

"Nothing about this project is what you would call standard" says Alwyn Hanekom, director of power for BakerHicks. "A cable tunnel of this type and length has never been undertaken before and presents challenges in every aspect of the design."

The unique nature of the project means that literally every part of the design needs an innovative approach. A stand out element is the proposed islet for the middle of the bay. The team have identified five potential construction methodologies that all need to work with a highly mobile and dynamic morphological environment, including the highest changing astronomical tide level of approximately eight meters. The islet will act as a heat ventilation point to ensure the 400 kV cable circuits (the highest voltage cables available) do not overheat. The islet will also function as an emergency escape route and play an essential role in construction of the tunnel.

As the project is close to the Lake District National Park, amenity and environmental considerations are of high importance. Particular attention was paid to the visual intrusion of the temporary and permanent works. The team also developed a bespoke carbon assessment tool to determine the carbon footprint when comparing different design solutions.

The team has thought carefully about every aspect of the project in a multitude of ways. As part of the reference design, they need to consider every potential delivery approach to ensure the project is suitable for various contractors and their abilities; and to minimise the risks of amendments to the Development Consent Order. The team even came up with the idea of transporting the cable direct from the European supplier by barge so that 30km length cable could be used rather than the 1 km maximum limit if transporting by road.

Alwyn adds, "As an engineer, it's been a great opportunity to work on such a challenging project, from both a technical perspective and also meeting the needs of so many different stakeholders with a wide range of priorities."

For more information, visit:
baker-hicks.com

IN SHORT

- **164 km connection from the proposed new nuclear power station near Sellafield to Lancashire**
- **World's longest undersea transmission cable tunnel**
- **Innovative islet to act as heat ventilation point for tunnel section under Morecambe Bay**

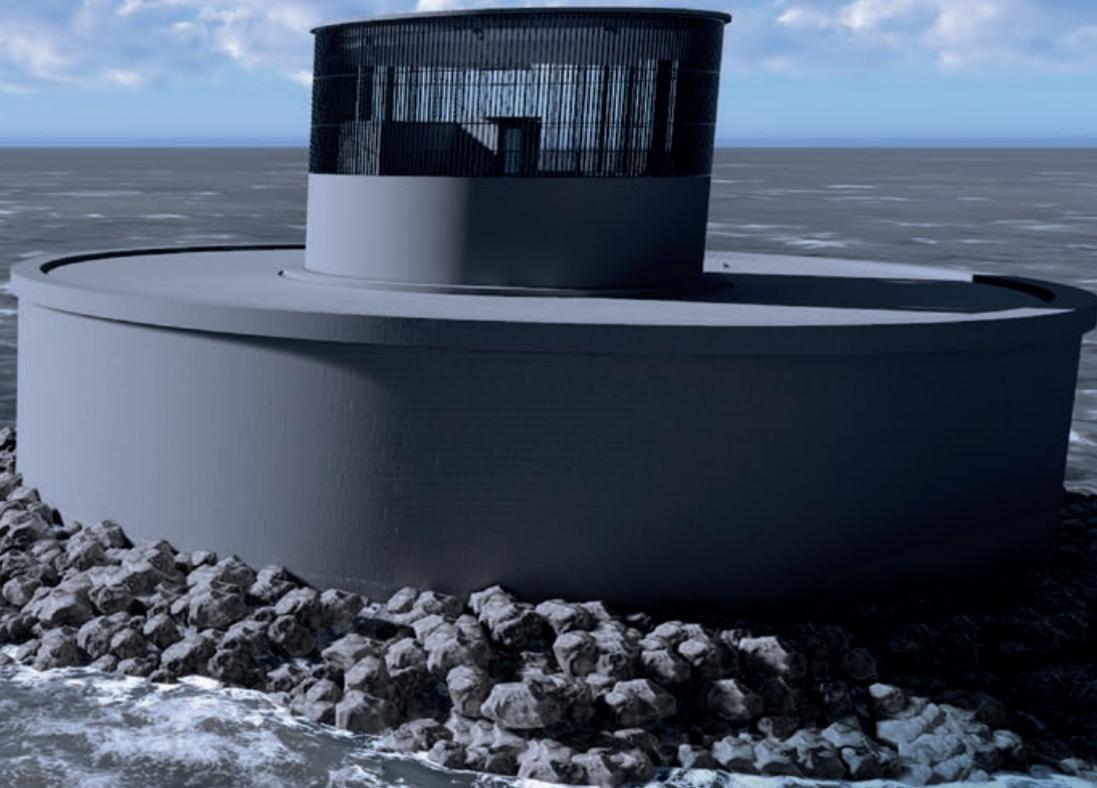


An architectural render of the proposed design for the islet in the bay which will support the tunnel's ventilation, maintenance and access.

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A cable tunnel of this type and length has never been undertaken before and presents challenges in every aspect of the design.

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Perfect Delivery sign off

The project has received perfect delivery sign off, with National Grid confirming that it was a delighted customer and that the team has delivered an effective design, on time. The client gave the highest recommendation score possible and commented that the team had 'performed extremely well throughout the contract with real dedication and commitment to a very challenging programme. A job well done.'

Following public consultation, National Grid will use the reference design to apply for Development Consent Order prior to issuing an invitation to tender to various contractors.



A few years ago, as a leadership team we challenged ourselves to think differently. To stretch ourselves and do more, new things in new ways. This really started us thinking outside our traditional market and as a result we have developed a whole new approach to our business.



IN SHORT

- **Small developments providing independent living options to vulnerable people**
- **Reduction in social care costs by up to 40% per individual**
- **£100 million invested and a further £100 million in the pipeline**



Morgan Sindall Investments bring fundamental changes to social care

The undersupply of housing, the crisis in social care and rapidly changing technology are the three challenges that helped spark innovation at Morgan Sindall Investments Ltd (MSIL). The HB Villages Joint Venture project is not only providing new independent living options to vulnerable people, it also created a step-change in the way the Group can fund and delivers its business.

“A few years ago, as a leadership team we challenged ourselves to think differently. To stretch ourselves and do more, new things in new ways. This really started us thinking outside our traditional market and as a result we have developed a whole new approach to our business,” said Richard Dixon, director at Morgan Sindall Investments.

This new approach started when HB Villages approached MSIL to be a joint partner on a project to provide new-build independent living housing for people with learning and physical disabilities. The team thought the project may lead to 10 developments but the concept has been so successful that there are now over 30 completed schemes all over the country, with £100 million invested and a further £100 million in the pipeline. Lovell and Morgan Sindall Construction are primary contractors on the projects.

The concept has been so successful because it meets so many of the challenges we face today. By providing small independent living developments – around 15 unit blocks – HB Villages is providing an alternative option that



Far left:
Resident at HB villages settles into new home

Top left:
New HB Villages development in Sunderland

Left:
The team celebrate at an HB Villages project

reduces social care costs by up to 40% per individual, provides much needed housing and takes advantages of innovative new technology that can help people live independently.

“Ten years ago, it would have been impossible for someone with severe learning or physical disabilities to live independently, new technology means more and more people now can,” advised Richard. “There are beds that can move people during the night so that carers don’t have to attend. Skype means that doctors can be accessible and respond quickly. And wearable technology enables health and wellbeing to be monitored remotely.”

But the innovation of this project doesn’t stop there; the team have used the HB Villages pipeline to source long-term funding from the institutional investor market. By offering the new build independent living developments on long-term (over 20 years) leases to Housing Associations, the team were able to create a new asset class that offers long-term returns that are attractive to pension funds. The concept allowed the team to secure a large pension fund partner to invest directly alongside MSIL. The result is access to

funds for further investment, a share in the uplifted value of the assets and fees from managing the assets.

“No UK contractor has done this before; we’ve really changed the way that we can deliver developments,” said Richard. “There has been a huge amount of innovation in this project and I think we’ve really risen to the challenge to do new things in our business. The fantastic element is that it’s not just about expanding our business, what we’re doing is also having a really profound social contribution. The whole process has been a rewarding experience.”

For more information, visit:
msinvestments.co.uk



No UK contractor has done this before; we’ve really changed the way that we can deliver developments.



IN SHORT

- US WELL Building Standard reached UK in 2015
- Overbury and Morgan Lovell form strategic alliance with Delos
- Overbury delivering simultaneous WELL and BREEAM Refurbishment and Fit out 2014 rating on Deloitte's UK headquarters

Improving air quality can increase productivity by

11%



The WELL Building Standard™ (WELL) marries best practices in design and construction with evidence-based medical and scientific research – harnessing the built environment as a vehicle to support human health and wellbeing.



All's WELL that innovates well

New research and understanding can often drive innovation across a whole sector, which is exactly what we are seeing with the adoption of the WELL Building Standard (WELL). The new standard reached the UK late in 2015 and already it is changing the way people think about the work environment.

With absenteeism through illness costing the UK £16 billion every year, it is not surprising employers are taking note of the links between wellbeing and office environments. Further reason for employers to take WELL seriously is that research indicates that improving air quality alone can increase productivity by up to 11%.

“In the UK, we haven't yet established something that is concentrated on wellness,” said Joe Croft, head of environmental and sustainability at Overbury and Morgan Lovell. “Our mainstream environmental assessment frameworks, like BREEAM, SKA or LEED, do have wellbeing elements, but are more focused on environmental issues.”

WELL promotes occupant wellness by focusing on air, water, nourishment, light, fitness, comfort and mind,

awarding certification to those that meet its stringent benchmarks. In some cases, projects pursuing WELL and environmental certification may encounter some issues that have contradictory approaches. For example, the demand for higher air circulation with WELL goes against the need to reduce energy consumption with BREEAM. Overbury will be working through such issues on Deloitte's UK headquarters in the City of London, which is one of the first in the UK to simultaneously target WELL and a BREEAM Refurbishment and Fit out 2014 rating.

Overbury and Morgan Lovell have been leading the fit out sector in meeting the challenges WELL presents and announced its strategic alliance with Delos in March this year. US-based wellness experts Delos provide a platform with an array of innovative solutions and technologies designed to improve health and wellness. Together, the alliance is committed to supporting the global reach of WELL. Overbury and Morgan Lovell committed to facilitating a quarterly WELL forum to share best practice, guidance and training with the supply chain. The first event was hosted in London in March.

“Our market is evolving, with engagement and innovation the key to progress. By generating interest and understanding about the factors that influence wellness in the workplace, we can support the construction sector response to the change,” said Joe.



Above: Joe Croft, head of environmental and sustainability at Overbury and Morgan Lovell

For more information, visit: overbury.com and morganlovell.co.uk



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Our market is evolving, with engagement and innovation the key to progress.

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Above:
Green wall enhances wellbeing in Morgan Lovell's London office.



Research to help measure residents' wellbeing

An innovative research project commissioned by Lovell, and delivered by Sustainable Homes, is finding out if energy efficiency can be good for your health as well as your wallet.

The financial benefits of energy efficiency are well known, but less is known about the impact on residents' health and wellbeing. Lovell is researching the links while delivering Whitefriars Housing's £10 million Manor Farm estate regeneration scheme in Coventry.

"The project involves major energy efficiency upgrades for 300 properties, including external wall insulation, new windows and roofs," said David Hampson, bid writer for Lovell. "We wanted to understand the impact of energy efficiency improvements on residents - not just on their bills but also their health and wellbeing. We therefore appointed Sustainable Homes to carry out this research."

Sustainable Homes are post-occupancy evaluation experts who have devised a survey to assess home

satisfaction, health, security and energy efficiency. The baseline survey has been completed using 'tiny tags' installed in 40 houses due for renovation. The tags collected temperature and humidity data every two minutes over a two month period during the winter. The data is now being downloaded for analysis alongside the results of a residents' survey. After the work has been completed in the summer, the same process will be repeated to assess the impact of the refurbishment.

"The focus on wellbeing is relatively new and post-occupation evaluation is essential to understand the impact that regeneration projects can have on individuals and communities. What we are showing is that wellbeing is a measurable concept and can be influenced by the decisions we make in the built environment," said Richard Lupo, senior sustainability consultant at Sustainable Homes.

For more information, visit: lovell.co.uk



Above:
Manor Farm resident receives 'tiny tag' monitoring device (pictured below).





Innovation in design solutions has been key throughout my career.



Innovation comes through questioning and the Group value of 'challenging the status quo' is really important.



Q&A



Geoff Cox

Managing director, built environment, BakerHicks



Francesca Kavanagh

Senior property manager, Community Solutions Partnership Services

At this year's Women in Construction and Engineering (WICE) Awards, two Group employees took home awards: Geoff Cox received the lifetime achievement in engineering award and Francesca Kavanagh won the facilities management category. In this Q&A, we speak to both Geoff and Francesca about innovation.

Q: You were both recently recognised at the WICE awards – what does it take to win an award?

GC: I'm fortunate to have gained a wide range of experience in most aspects of both design and construction. In particular, the opportunity to set up our Swiss business has been pivotal in my career. I started with just two employees and it is now as large as BakerHicks UK business.

FK: Having a diversity of roles has been really important. I've touched on many different parts of the facilities management process including the delivery, commercial management, procurement and most recently in a client facing role.

Q: How has innovation helped in your career?

GC: Innovation in design solutions has been key throughout my career. For example, providing innovative solutions on the Astra Zeneca Sterile Projects plants in Macclesfield led to a string of associated projects in the pharmaceutical industry, with an overall value in excess of £500m.

FK: I'm all about process improvement and making sure that we don't get tied up in paperwork. Thinking innovatively makes sure that we deliver services in the most efficient way. Listening to people, in particular clients, ensures that we find the right solutions for the challenges they face.

Q: What do you think are the conditions where innovation thrives?

GC: A culture where you give staff the opportunity to take responsibility and develop solutions with no limit other than the need to remain profitable.

We've secured repeat business with our key clients by encouraging employees to provide innovative solutions that respond to the brief.

FK: An environment where free speech and thought is encouraged. Innovation comes through questioning and the Group value of 'challenging the status quo' is really important; we all need to live it.

Q: Are there barriers that stifle innovation?

GC: Issues such as poor working arrangements in both designer and client teams; an over-contractual approach from either side; low fees from competitive tenders; and inexperienced teams as innovation often comes from an in-depth understanding of client needs.

FK: People don't like change and often get locked into the established way of doing things. We need to make sure that we demonstrate the benefits of innovation so that people can see the need for change and don't fight against it. Much innovation is now technology-led and lack of familiarity or understanding can hinder its uptake.

Q: Is there any advice you would give to someone starting out in their career in the sector?

GC: Make sure that you constantly seek out new experiences in both your role and projects; knowledge is one of the keys to career development.

FK: Be bold and brave. You have to be different to stand out. Earn your stripes and then bring something new to the table. Following the hierarchy and established way of doing things doesn't help us progress as a company. Get a mentor and believe in yourself.

Construction



Construction & Infrastructure

MORGAN SINDALL

CONSTRUCTION
INFRASTRUCTURE

BakerHicks

Delivery of vital UK infrastructure and construction

Revenue (2016)

£1,321m

2015: **£1,232m**

Fit Out



Morgan Lovell

Fit out of new and existing offices

Revenue (2016)

£634m

2015: **£607m**

Property Services

MORGAN SINDALL

PROPERTY SERVICES

Housing maintenance programmes

Revenue (2016)

£55m

2015: **£60m**



Investments

Underpinning Group company activities

MORGAN SINDALL

INVESTMENTS



Operating profit - adjusted

(£2.0m)

2015: **(£1.5m)**



Regeneration



Partnership Housing

LOVELL

Housing-led regeneration - massive supply/demand imbalance

Revenue (2016)

£433m

2015: **£366m**

Urban Regeneration



Mixed-use urban regeneration is a key UK priority

Revenue (2016)

£156m

2015: **£110m**



Have a story you wish to share? Get in touch with the team:
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Cover image:
Morgan Sindall constructed Carbon
Neutral Laboratories for the University
of Nottingham: named project of the
year and winner of the Design through
Innovation award at the East Midlands
Royal Institute of Chartered Surveyors
(RICS) Awards 2017.